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S&MM
SALES & MARKETING MANAGEMENT

FEBRUARY 25, 1980
A BILL PUBLICATION
FIFTEEN DOLLARS

1980 SURVEY OF SELLING COSTS

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1980 Survey of Selling Costs

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VOL. 124, NO. 3

S&MM (**Sales & Marketing Management** ISSN 0163-7517), a Bill publication, is published monthly except in February, April, July, and October, when it is published twice a month. Controlled circulation postage paid at New York, N.Y. 10001, and East Stroudsburg, Pa. 18301. Form 3579 requested at 633 Third Ave., New York, N.Y. 10017. Executive, editorial, and circulation offices: 633 Third Ave., New York, N.Y. 10017. SUBSCRIPTIONS: U.S.A. and Canada, $30 a year. Foreign, $48. Allow 4 to 6 weeks for first issue to arrive. Member of the Audit Bureau of Circulations, American Business Press, Business Publications Audit of Circulation, and Magazine Publishers Assn.

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S&MM's EIGHTH ANNUAL SURVEY OF SELLING COSTS

Selling costs climb a record 15.5%

By THAYER C. TAYLOR
Editorial Director
Survey of Selling Costs

The year 1979 marked a costly finale for marketers, as the 1970s closed with a record leap in Sales & Marketing Management's Selling Costs Index (SCI). And the signs point to another double-digit increase in basic field-selling expenses during the current year.

The SCI, which measures the cost of a typical five-day week of a salesperson in a metropolitan market, shot up 15.5% in 1979, shattering the previous record of 13.8% set in 1974 when OPEC triggered an inflationary spiral in energy costs that persists to this day.

The advance marks the second straight year that the SCI rose at a double-digit pace and the fourth consecutive year in which it moved up at an accelerating rate.

The surprise in last year's faster-than-expected jump—S&MM had projected a 9.4% increase—was automobile costs. S&MM's forecast that 1979 food and drink tabs would climb 10.2% was close to the 9.5% rise that took place in that SCI component. A forecasted 10.0% bulge in hotel rates was shy of the lodging component's actual 12.9% increment because occupancy rates remained above anticipated levels, enabling the industry to increase room charges.

However, the salesperson's cost in making his appointed rounds was quite another matter. The 8.5% advance S&MM expected in the auto component was far short of the 21.3% increase that occurred.

The 1980 forecast calls for a slight easing in upward cost pressures. At the least, however, it seems certain that marketers will be buffeted by their third straight year of double-digit increases in the SCI (see the accompanying box).

S&MM's 1980 forecast calls for a worrisome 13% rise in the SCI. Most likely, the rate of advance will be somewhat higher in the first half than in the second because the latest round of OPEC price increases and the effects of President Carter's decontrol of domestic oil prices have yet to work their way through the economy.

Also, economic forecasts gen-

1980 SCI forecast: Dig in

Basic field-selling costs in the new decade will start off on an inflationary upbeat. S&MM projects a sharp 13.0% rise in the Selling Costs Index (SCI). Those who feel there's always a bright side to bad news will be comforted that the expected increase will be lower than last year's 15.5% jump.

- **Restaurant meal tabs** are expected to climb 9.7%, according to the National Restaurant Assn., which says that stable beef prices will hold increases down somewhat. However, S&MM looks for a 10.0% advance, reflecting higher minimum wage and social security taxes as well as the lack of a significant break in commodity prices.
- **Auto rental expenses** will continue their ascent as skyrocketing gasoline prices are added to the double-digit escalation of operating costs. S&MM's *Survey* projects a 15% increase in this area.
- **Hotel room rates** will continue to climb briskly. Laventhol & Horwath, the international accounting company that tracks the industry, expects curtailment of travel demands and increased room supply to limit increases to about 12%. However, most analysts contacted by S&MM think room charges will top out slightly higher, bolstered by favorable occupancy rates, strong business travel, and a continued influx of foreign visitors. S&MM expects a 12.5% increase in this area.

S&MM's projection of 1980 Selling Costs Index (SCI)

	Average Weekly Cost 1979	*1980*	*% Increase*
Food & drink	$118.00	$129.80	+10.0%
Auto rental	213.45	245.47	15.0
Lodging	157.25	176.90	12.5
Total	**$488.70**	**$552.17**	**+13.0%**
Selling Costs Index (1971=100)	**197.0**	**222.6**	**+13.0%**

Source: *Sales & Marketing Management's 1980 Survey of Selling Costs.*
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erally see business activity winding down through the first three quarters, thus deflating some of the inflationary pressures in the second half. However, this doesn't promise much cheer for marketers because corporate profits are expected to slip at a faster rate. Gary Wenglowski, director of economic research at the Goldman Sachs investment company, sees after-tax earnings dropping 6% in 1980 vs. an estimated 15% rise last year.

Thus marketers will be buzzsawed by rapidly rising selling costs on the one hand and shrinking profits on the other. Maintaining sales margins, never an easy chore, will be especially vexing this year.

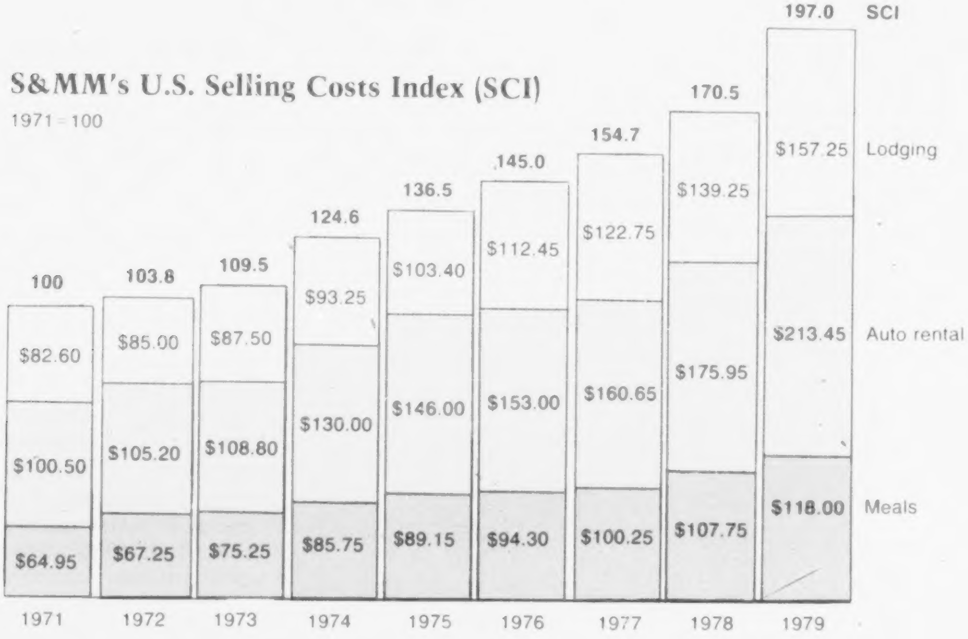
It's worth noting that, if a worst-case scenario develops

S&MM's SCI

The Selling Costs Index (SCI) is calculated by "costing out" a typical five-day week for a salesperson in each of the 80 U.S. metropolitan markets profiled in Section II (page 41). The salesperson's expenses are computed for his three basic costs: meals (including two drinks a day), single-room lodging, and auto rental plus 250 miles. (The rental rate assumes that the user purchases full insurance averaging $2 daily and is based on the published nondiscounted rate. If the user gets a corporate discount, it should be deducted from the average rental rates appearing in Section II.) Taxes and tips are not included because they vary too widely among markets (see Table II-3, page 55). Also excluded are intercity travel costs—air, rail, and bus—because they don't occur as often as the SCI cost factors.

An 80-market average is computed for each of the SCI's three components, and the three resultant figures are added for the overall U.S. total.

In 1979, a typical week cost $488.70. The base year for the SCI is 1971, when a typical week's costs came to $248.05. The Index is derived by dividing the current year's dollar total by the base year's equivalent.



S&MM's U.S. Selling Costs Index (SCI)

1971 = 100

Source: *Sales & Marketing Management's 1980 Survey of Selling Costs*
Sales & Marketing Management

later in the year, the upward ascent of the SCI could top last year's rate. Such a scenario involves the following inflationary pressure points:

- OPEC countries offset slower growth in Western economies by restricting output, thus preventing any appreciable decrease in the cost of imported oil.
- Presidential candidates, offering election-year "pork" to special-interest groups, pressure the Federal Reserve to loosen its tight monetary policies.
- A jingoistic Congress increases defense spending even more than the substantial 12% called for in the Administration's proposed budget.
- Business and labor, convinced mandatory wage and price controls will be imposed later in the year, strive to "get theirs while the getting's good."

Under these conditions, the federal government's consumer price index (CPI) would top last year's 13.3% growth. It's worth remembering that since 1974 the SCI has grown faster than the CPI every year, by an average 1.8 points. If this pattern continues through 1980, a 14% increase in the CPI implies an approximate 16.0% growth in the SCI.

Casting a shadow over 1980's field-selling costs picture is this: last year, two of the three components increased substantially faster than their long-term rates. While the 9.4% gain in meal tabs was just under their annual 10.8% increment in the 1972–78 period, lodging's 12.9% surge was well above the annual 8.6% rate of gain. Auto costs skyrocketed 22.7% last year vs. a long-term 13.1% rate.

Marketers fared much better as far as those costs that they control directly are concerned. Compensation as a share of sales, for example, was pushed down from 3.1% in 1978 to 2.3% in 1979 among consumer-goods companies; from 2.7% to 2.6% among industrial-goods concerns. Consumer-goods outfits also trimmed their T&E as a share of sales from 1.1% to 0.7% while industrial companies shaved theirs from 1.1% to 0.8%.

Even so, compensation trends the last several years have displayed significant cross-currents that will warrant closer management attention in the future. For one thing, compensation gains in the consumer sector have raced

SURVEY HIGHLIGHTS

Regional per diem Selling Costs Indexes

Region	*1979 Per Diem Costs*	*% Gain 1978–79*	*Selling Costs Index (1972 = 100)*
Northeast	$104.65	18.8%	200.4
Midwest	93.46	14.4	192.4
South	96.13	13.8	194.0
West	98.13	14.2	193.9
U.S.	**$ 97.74**	**15.5%**	**194.5**

Note: The regional per diem averages, when added, will not equal the U.S. figure due to rounding. However, the same methodology was used for computing both the regional and U.S. per diem totals.
Source: *Sales & Marketing Management's 1980 Survey of Selling Costs.*

S&MM's regional and national selling costs averages and per diem indexes: 1979

Region	*Lodging*	*Meals*	*Per Diem Total*	*% Change 1978–1979*	*Per Diem Index*	*Cost Of Two Drinks*
Northeast	$33.20	B $ 3.65 L 5.15 D 12.40	$54.40	+12.0%	105	$3.45
Midwest	29.40	B 3.35 L 4.50 D 11.45	48.70	10.9	94	3.15
South	31.00	B 3.70 L 4.60 D 11.95	51.25	11.5	99	3.50
West	33.25	B 3.70 L 5.10 D 11.85	53.90	11.5	104	3.05
U.S.	**$31.45**	**B $ 3.60 L $ 4.80 D $11.90**	**$51.75**	**+11.5%**	**100**	**$3.30**

Note: B—breakfast, L—lunch, D—dinner. Per diem index is the ratio between a region's per diem total and the U.S. per diem total.
Source: *Sales & Marketing Management's 1980 Survey of Selling Costs.* Reproduction strictly prohibited.

ahead much faster than in the industrial area:

	Annual Salary Increase 1972–78	
Sales Type	Consumer	Industrial
Sales trainee	8.2%	5.7%
A&B salesperson	13.3	7.6
Senior salesperson	12.1	7.1
Sales supervisor	13.6	8.9

Except for the A&B salesperson, the differences became even more pronounced last year. According to the American Management Assns.' annual *Sales Personnel Report*, consumer-goods sales trainees enjoyed a 25.3% salary boost vs. 5.4% for their industrial peers; senior salespeople a 41.5% gain vs. 7.2%, and sales supervisors a 25.8% increase vs. 2.8%. Among A&B salespeople, the consumer type suffered a 0.6% dip while his industrial counterpart gained 6.0%.

As a result, the significant income superiority that industrial salespeople once held over their consumer-goods peers has largely vanished. This suggests that industrial companies that traditionally boast of the more sophisticated selling required for their products are not matching their talk with commensurate income rewards.

Industrial senior salespeople earned $2,705 more than their consumer counterparts back in 1972, but last year they pulled in $4,625 less. And industrial sales supervisors, over the same period, saw their $3,420 salary edge turn into a $921 deficit. Industrial sales trainees still enjoy an income plus, but it narrowed from $810 to $750. A&B industrial sales-

CANADA

A modest rise in selling costs

Oh, to be in Canada, the U.S. marketer may wish, where the Selling Costs Index (SCI) rose only one-third as fast as it did in this country. Canada's SCI, an exclusive Sales & Marketing Management index, was up a modest 4.8% in 1979 vs. a staggering 15.5% escalation in the U.S. The Canadian SCI reflects a salesperson's typical five-day week in that country's six major metropolitan markets.

The contrast between the two countries was a dramatic turnaround from 1978, when Canada's SCI rose one-third faster than the U.S. equivalent. Canada's improved performance was primarily due to a fractional decline in auto-rental tabs, which had shot up 12.3% in 1978. Meal costs were up 7.9%, about the same as the year before, while lodging expenses rose 7.6% vs. 12.4% in 1978.

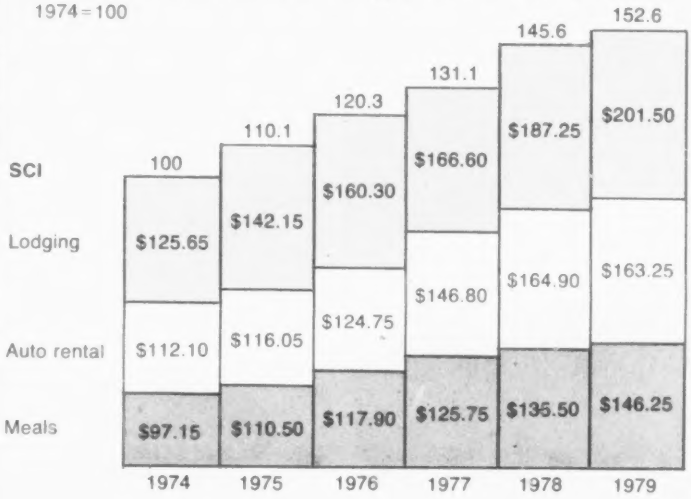
Increases in Canadian field selling costs*

	1979	1978	% Change
Food & drink	$146.25	$135.50	+7.9%
Auto rental	163.25	164.90	−0.1
Lodging	201.50	187.25	+7.6
Total	**$511.00**	**$487.65**	**+4.8%**

* Canadian dollars.

S&MM's Canadian Selling Costs Index (SCI)

1974=100



Note: Canadian dollars.
Source: *Sales & Marketing Management's 1980 Survey of Selling Costs*
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SURVEY HIGHLIGHT

Bigger cost increases for sales meetings

Items Billed At Group Rate	*Average Cost All Cities 1979*	*Percent Increase 1978–79*	*Percent Increase 1977–78*
Lodging			
Single room—low	$43.90	19%	15%
Single room—high	51.30	16	14
Double room—low	52.05	17	12
Double room—high	60.75	15	9
Meals			
Breakfast	6.50	12	9
Lunch	9.65	15	9
Dinner	14.70	15	11

Source: *Sales & Marketing Management's 1980 Survey of Selling Costs*

people, alone, have not been affected by the trend, increasing their salary margin from $2,705 to $4,625.

If industrial concerns trailed in the salary sweepstakes last year, they spent more freely in the two other important areas. Their salary offers to college graduates, according to the College Placement Council (see page 64), rose 11.7% in 1979 vs. 9.4% for consumer outfits. And their sales training budget per trainee shot up 22.9%, to $19, 025, dwarfing a 16.2% rise by consumer companies, to $13,173 (see page 68). In both cases, the training increments were comfortably above the long-term 6.3% rate.

However, the intense competition for college graduates is sowing the seeds for another compensation problem that will plague marketers in the future. Back in 1973, the salary offer to college grads joining industrial companies was 25% below the salary paid to A&B salespeople, the next step up from the trainee level. Last year, the spread had shrunk to only 1%.

The gap has slimmed in the consumer field, too, but not as sharply. What was a 26% spread between college grad and A&B salesperson in 1972 had shrunk to 15% by 1979. Obviously, marketers will have to make some hard choices in the near future between tempering their monetary lures to college grads or improving their compensation programs for those salespeople who have already proved their professionalism. There will be no easy solutions to this problem because, as S&MM's Special Report on the 1980s ("The Marketer's Complete Guide to the 1980s," S&MM, Dec. 10, 1979) revealed, the supply of first-time jobseekers, the pool from which trainees are drawn, will shrink dramatically as the result of demographic shifts.

But, then, as the data in the following section attest, there are no easy answers to the trying selling cost management problems that marketers will confront in 1980. ■

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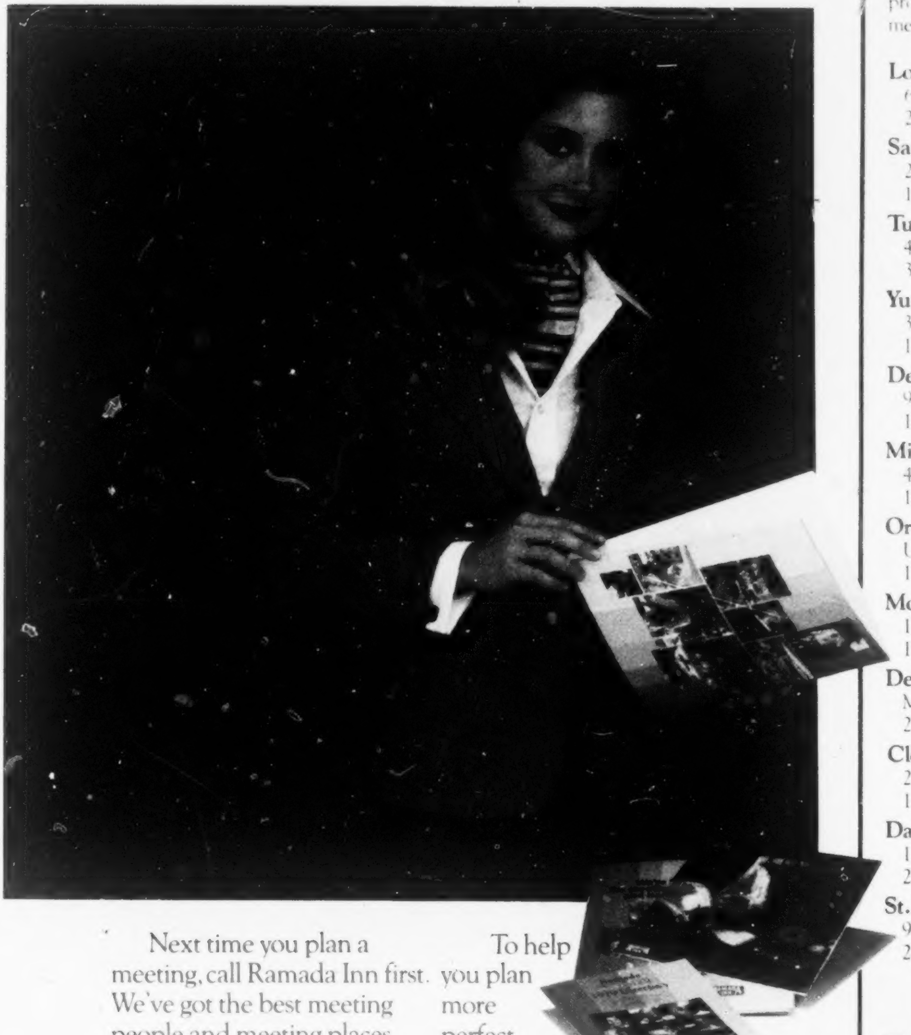

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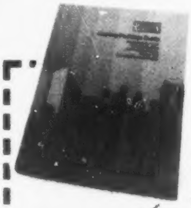

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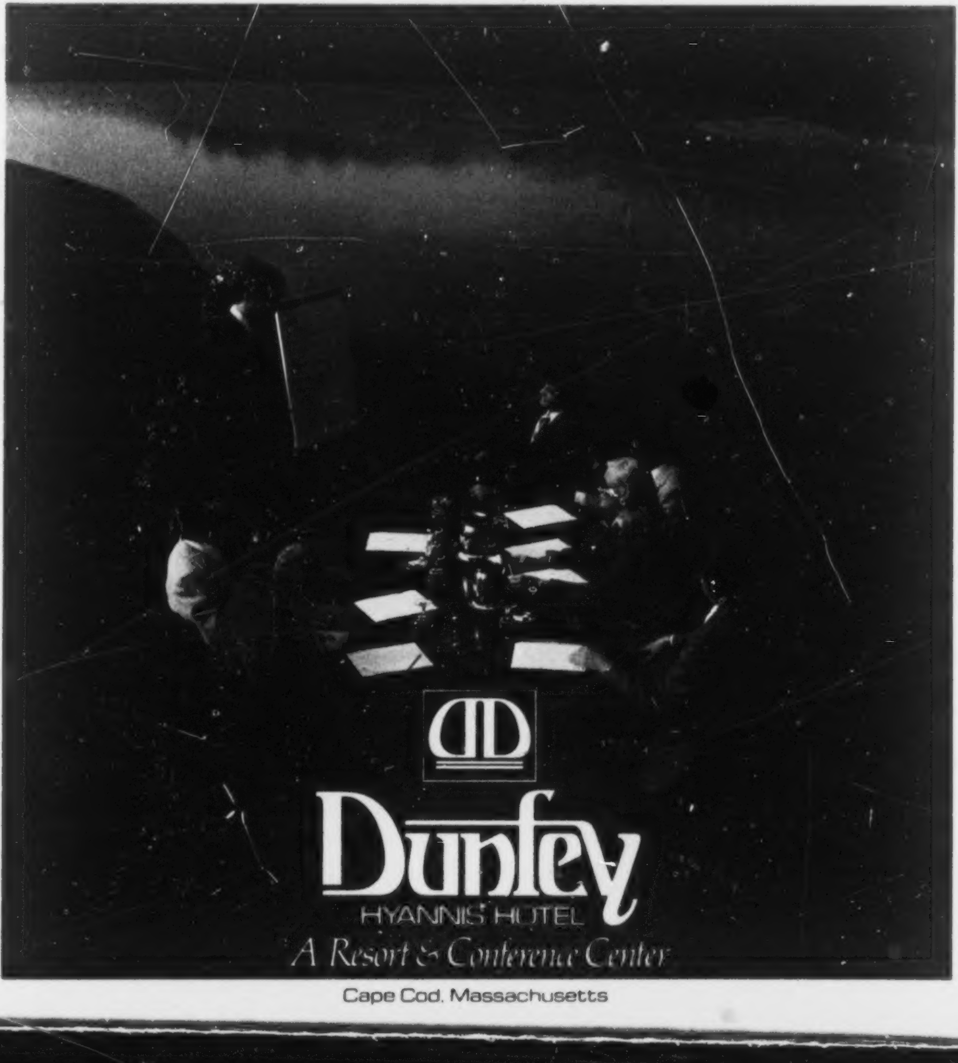


Cape Cod, Massachusetts

How the Survey can boost bottom-line results

Data are data are data, but in the *Survey of Selling Costs* they become actionable information, giving the marketer the capability of managing, budgeting, and monitoring his field selling costs with greater efficiency.

The information in the *Survey*'s five statistical sections can be used on different levels, from a broad evaluation of overall cost management down to an analysis of a single market. The data may also be used at various stages of the management cycle, from planning the sales budget to a post-period evaluation of sales force performance.

The marketer who wants a quick reading on how efficiently he managed his overall selling costs in 1979 can refer to the Selling Costs Index (SCI), a measurement of the typical salesperson's basic weekly expenses in a metropolitan market (page 12). If the marketer's basic field-selling costs—meals, lodging, and auto rental—rose more last year than the SCI did (15.5%), it suggests that he did not perform as well as industry in general.

Determined to uncover the source of his costs problem, the marketer may then check the table on regional SCIs (page 12). Matching his own administrative records against the increases shown for each region, he learns where his own expenses advanced faster or slower than average.

The regional SCIs have another asset, too. The middle- or smaller-sized company that sells in only a part of the country can pick the applicable regional SCI and use it in the same way a national company uses the U. S. figure.

Once the comparison between internal records and regional SCIs points him in the right direction, the marketer then may zero in on his problem by consulting the per diem expenses detailed for 80 metropolitan markets in Section II (page 41). Here, he can match his own per diem totals for individual markets with those reported in the *Survey* (after dividing his total costs by the number of sales personnel to get an average for each market). Or he can compare each market's year-to-year percentage change shown in the tables with what happened to his own costs. Those markets where his own costs increased much faster than the percent change shown in the *Survey*

SURVEY HIGHLIGHT

High-cost markets and low-cost markets

The 10 highest-cost markets retained the same sequence in 1979 as they had the year before. New York, to no one's surprise, continues to lead the list, with per diem expenses (lodging and three meals) that are more than two-thirds above the U.S. average. There was an even split among the 10 markets as to how their per diem indexes changed—5 enjoyed an improved index while an equal number suffered a poorer index.

One newcomer joined the list of the 10 lowest-cost markets—Wichita, Kan., now the fifth-ranking such market. Fargo-Moorhead, N.D.-Minn., displaced Greenville-Spartanburg, S.C., as the lowest-cost market when its per diem index dropped four points while that of the Southern market rose one point. Leaving the select list are two Ohio metropolises—Canton and Dayton.

Highest sales costs

Metro Area	*1979 Per Diem Index U.S.=100*
New York	169
San Francisco-Oakland	149
Washington, D.C.	149
Chicago	147
Los Angeles-Long Beach	132
Boston	126
Miami	125
New Orleans	122
Newark	121
Houston	120

Source: *Sales & Marketing Management's 1980 Survey of Selling Costs.*

Lowest sales costs

Metro Area	*1979 Per Diem Index U.S.=100*
Fargo-Moorhead, N.D.-Minn.	74
Greenville-Spartanburg, S.C.	78
Billings, Mont.	79
Youngstown-Warren, Ohio	79
Wichita, Kan.	81
Akron, Ohio	82
Omaha, Neb.	82
Boise, Idaho	83
Davenport-Rock Island-Moline, Iowa-Ill.	83
Memphis	83

should be prime candidates for further analysis.

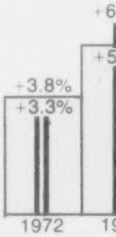
Of course, the *Survey*'s data are not an end in themselves. Rather, they must always be considered in the light of special factors that apply in a particular situation. For example, the marketer may know that his per diem expenses in a certain market will necessarily be much higher than the *Survey*'s total because of an unusual concentration of big-volume customers and the salesperson's desire to maintain a first-class image with them. Similarly, a particular market may have experienced a much bigger year-to-year percent increase than indicated in the *Survey* because of an enlargement of the sales force.

The metro sales costs section can also be used to plan an expense budget as well as monitor sales force performance during the budget period. The per diem index is a helpful guide in allocating the total

SURVEY HI

Selling c

% rise over



Note: 1980 c
Eggert Econo
Sources: *Sale*
Labor Statistic
Sales & Ma

SURVEY HIGHLIGHT

Where sales costs are rising the fastest

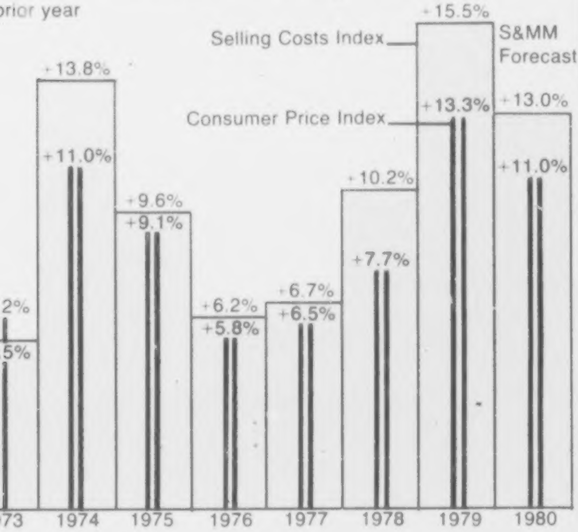
Inflationary rises in per diem metro sales costs struck all regions of the U.S. in 1979. Among the 12 markets with the fastest increase in combined lodging and meal tabs, 5 are in the Northeast, 2 in the Midwest, 3 in the South, and 2 in the West. Overall, the 11.5% jump in metro sales expenses was somewhat faster than the long-term 9.9% rate in the 1972–79 period.

Detroit had the dubious distinction of being hit with the sharpest increase in daily expenses, 16.0%, which was considerably above the market's long-term 11.4% rate. For Detroit and Dallas, it marked the second straight year when they were among the markets with the fastest rise in sales costs. The appearance of four markets—Pittsburgh, Philadelphia, Albuquerque, and Bridgeport-Stamford-Norwalk-Danbury—is somewhat surprising because their annual percentage rises are below the national average.

GHLIGHT

osts rise faster than living costs

prior year



nsumer price forecast based on a poll of 42 leading economists by
mic Enterprises, Sedona, Ariz.
s & *Marketing Management's 1980 Survey of Selling Costs;* Bureau of
s *Monthly Consumer Frice Index Report.*
keting Management.

Metro Area	*Per Diem % Increase 1978-79*	*Annual % Increase 1972-79*
Detroit	16.0%	11.4%
Albany-Schenectady-Troy, N.Y.	15.8	9.9
Denver	15.3	10.3
Dallas	14.8	11.0
Newark	14.6	10.7
Pittsburgh	14.6	9.7
Chicago	14.5	11.8
Houston	14.5	11.2
Philadelphia	14.4	9.4
Albuquerque, N.M.	14.3	6.2*
Bridgeport-Stamford-Norwalk-Danbury, Conn.	14.3	9.5
San Antonio	14.3	10.8
U.S.	**11.5%**	**9.9**

*1975 is the base year.
Source: *Sales & Marketing Management's 1980 Survey of Selling Costs.*

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budget according to the relative costs levels of individual markets. Once an average expense per salesperson is calculated for the total sales force, the figure is adjusted by the index; then the resultant figure is multiplied by the number of salespeople in each market (see the accompanying table).

As the year progresses, the marketer can develop monthly totals from salespeople's call reports to determine whether expenses-to-date are adhering to budget norms. Again, some allowance for deviations should be built into the monitoring system lest sales force morale be impaired. Many marketers follow a "management by exception" rule, whereby the computer signals an "alert" only where expenses depart from the budget by more than, say, 10%.

The information in each section of the *Survey* provides insights into more efficient costs management. The data in Table IV-4 (page 73), when converted to a per person basis, reveals that a sales meeting, compared to an all-U.S. average, costs 29% more in New York City and 28% less in Indianapolis. The projections in Table V-6 (page 90) show that a marketer who relies heavily on spot TV will have to spend 12% more this year just to buy the same amount of time he employed last year. A marketer who is strong on sales incentives can look at Table V-5 (page 89) and see that his competitors plan to spend 12% more on such motivation programs this year.

Each section of the *Survey*, then, makes its own contribution to the more efficient management of field selling costs, which in the long run adds up to improved bottom-line results.

Planning a sales expense budget

Market	Per Diem Index	Number Of Salespeople	Expense Budget: Unadjusted	Expense Budget: Adjusted	Targeted Sales Volume	Expenses As % Of Sales
Dayton	85	2	$ 8,728	$ 7,418	$ 20,000	37%
Indianapolis	95	3	13,092	12,438	36,000	35
Kansas City	111	4	17,456	19,376	48,000	40
Milwaukee	99	4	17,456	17,280	44,000	39
St. Louis	101	8	34,912	35,264	80,000	44
Wichita	81	1	4,364	3,535	12,000	30
Total	**100**	**22**	**$96,000**	**$95,311**	**$240,000**	**40%**

Note: Details in "Unadjusted" column do not add to total due to rounding.

With a targeted sales volume of $240,000 for the month, the marketer allocates 40% of it to field selling expenses,or $96,000. That equals $4,364 per salesperson. Multiplying that figure by the per diem index results in an expense budget that reflects market differences in selling costs.

SURVEY HIGHLIGHT

How sales meetings costs are changing

City	Per Person Per Diem 1979	% Annual Increase 1973–1979	Index 1979 U.S. = 100
EAST			
Boston	$ 88.95	12.1%	**112**
New York	102.65	10.4	**129**
Philadelphia	76.00	8.1	**95**
Pittsburgh	77.50	12.0	**97**
MIDWEST			
Chicago	83.90	12.8	**105**
Cleveland	66.70	11.4	**84**
Detroit	72.45	11.3	**91**
Indianapolis	57.35	14.4	**72**
Milwaukee	70.25	17.0	**88**
Minneapolis	64.75	9.8	**81**
St. Louis	70.70	11.8	**89**
SOUTH			
Atlanta	76.95	14.9*	97
Dallas	84.80	18.0	**107**
Houston	77.70	14.9	**98**
Miami	93.85	8.8	**118**
New Orleans	77.25	20.1	**97**
Washington, D.C.	99.95	16.4	**126**
WEST			
Los Angeles	80.25	13.4	**101**
San Diego	77.90	14.2	**98**
San Francisco	91.95	13.8	**116**
U.S.	**$ 79.59**	**12.9%**	**100**

*From 1974 to 1979.
Note: Based on per-person cost of one night lodging at low double-room rate, three meals, two coffee breaks, two-hour reception, and meeting-room rental for 25.
Source: *Sales & Marketing Management's 1980 Survey of Selling Costs*

AN S&MM EXCLUSIVE

A letup in the rise of sales call costs

BY THAYER C. TAYLOR
Editorial Director
Survey of Selling Costs

As inevitable as death and taxes, the cost per sales call continues to rise. The upward trend, however, wasn't as brisk in 1979 as in 1978 when double-digit increases prevailed.

Sales engineers aside, the categories of sales types used in Sales & Marketing Management's exclusive estimates (see box for definitions) showed significantly smaller increases in call costs. Sales engineers, who consistently have the highest call costs because of the complexity of their business, saw call costs rise 8.8% to $37, which was close to their 9.7% increase in 1978.

Year-to-year increases by the other sales types slowed appreciably in 1979. Per-call costs for account representatives rose only 6.7% vs. 20.0% in 1978; detail salespeople, 6.3% vs. 14.3%; service salespeople, 6.3% vs. 14.3%; and industrial-products salespeople, 5.0% vs. 11.1%.

Significantly, the two components of total direct sales costs from which per-call costs are derived—(1) compensation and (2) automobile and travel and entertainment (T&E) expenses—showed dramatic contrasts. The compensation trends among the five sales categories were remarkably uniform, but the year-to-year changes in expenses varied considerably.

Compensation gains moved within a very narrow range, from the sales engineers' 7.8% improvement to detail salespeople's 8.7%. In contrast, increases in auto and T&E expenses ranged from a modest 0.6% for account representatives to a staggering 16.0% for sales engineers.

Compensation gains broke with tradition among three of the sales types. Over the 1974–79 period, compensation increases have consistently trailed the increases in auto and T&E expenses for all five sales types. However, last year compensation increases outpaced expenses for account representatives, detail salespeople, and service salespeople.

The information used in developing S&MM's exclusive cost-per-sales-call estimates are mainly derived from the American Management Assns.' (AMA) annual *Sales Personnel Report*. This is supplemented

The five types of salespeople

These are the five categories of salespeople studied in S&MM's annual Survey:

Account representative—A salesperson who calls on a large number of already established customers in, for example, the food, textiles, apparel, and wholesaling industries. Much of this selling is low key and there is minimal pressure to develop new business.

Detail salesperson—A salesperson who, instead of directly soliciting an order, concentrates on performing promotional activities and introducing products. The medical detail man, for example, seeks to persuade doctors, the indirect customers, to specify the pharmaceutical company's trade name product for prescriptions. The firm's actual sale is ultimately made through a wholesaler or direct to pharmacists who fill prescriptions.

Sales engineer—A salesperson who sells products for which technical know-how and the ability to discuss technical aspects of the product are extremely important. The salesperson's expertise in identifying, analyzing, and solving customer problems is another critical factor. This type of selling is common in the chemical, machinery, and heavy-equipment industries.

Industrial-products salesperson, nontechnical—This salesperson sells a tangible product to industrial or commercial purchasers; no high degree of technical knowledge is required. Industries such as packaging materials or standard office equipment use this type.

Service salesperson—A salesperson who sells intangibles, such as insurance and advertising. Unlike the four preceding types, those who sell services must be able to sell the benefits of intangibles.

How Xerox Learning Systems can help your salespeople become more productive.

1 Help your salespeople make more productive use of their time.

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2 Help your salespeople concentrate on heavy-hitters rather than bluebirds.

Practically every organization is plagued by the problem of salespeople who often avoid a key prospect because they are intimidated. That's because they often lack the skills necessary to feel justifiable confidence in such a selling situation. Result? All too often they waste their time calling on bluebirds when they could be closing heavy-hitters. This is intolerable, when you consider that the cost of the average sales call, whether productive or not, has surpassed $100.

We provide a learning system that teaches how to select, approach and sell the key prospect. Building such skills boosts confidence for recruit and veteran alike.

This approach to concentrating on prospects with the highest potential yield has been proved out by numerous organizations – including 357 of the Fortune 500. You should arm your salespeople with these skills. They'll be much more likely to seek out and close heavy-hitters.

3 Help your salespeople learn how to listen to prospects and customers.

Effective listening is key in any selling situation. Yet listening experts report that most salespeople tend to lose more than 66% of what they hear within minutes.

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4 Help your salespeople learn how to overcome objections and cut through the stall.

All too often salespeople cave in when they hear an objection. Result? Failure. Or worse, an ongoing stall.

We have developed a learning system which can show your salespeople how to professionally deal with an objection and how to cut through the stall to get the sales interview moving productively again.

5 Help your salespeople learn how to close.

We provide a learning system which can help your people become up to 46% more likely to close. They'll learn how to translate product or service features into benefits that appeal to customer needs. How to build a climate of consensus that makes asking for the order totally appropriate. How (and how often) to move to a close.

6 Help your salespeople become more productive with your key clients.

The most important source of new business is the accounts you already have. To develop the account for maximum yield, your salespeople must have a precise understanding of the client's needs and devise and continually update the account plan. In short, what is needed is an advance beyond the techniques of basic face-to-face selling skills. We have designed a new learning system for your advanced salespeople. It can help them learn how to develop and penetrate their accounts much more productively.

Such consultative presence increases yield and client loyalty. Indeed, wouldn't you insist on such presence if you were in the client's shoes?

7 Help your salespeople with action.

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by telephone calls to companies in each of the five categories for verification of the year-to-year shifts indicated by AMA data.

Certain changes in methodology were made this year to enhance the reliability of the cost-per-call estimates. Previously, the compensation and expense statistics for Table I-2: Direct Sales Costs (below) were based on the lowest and highest averages provided by all respondents in AMA's survey. This year, instead, only the lowest and highest salaries of the middle 50% (or two quartiles) of respondents were used.

In effect, then, the low end of the range shown in Table I-2 represents the lowest salary reported by the second quartile, and the high end the highest salary reported by the third quartile. This modification eliminates the wide salary extremes that occur when the responses from all respondents are included. The same procedural change was made in developing auto and T&E expenses.

TABLE I-1

Typical salespeople's call patterns

Type Of Salesperson		Average Calls Per Day Territory A	 Territory B	Estimated Days in Field Per Year	Average Calls Per Year Territory A	 Territory B
Account	R*	4–6	2–3	239[1]	956–1,434	478–717
representative	**M***	**5**	**2.5**		**1,195**	**598**
Detail	R	6–10	4–6	239[1]	1,434–2,390	956–1,434
salesperson	**M**	**8**	**5**		**1,912**	**1,195**
Sales	R	4–7	3–4	190[2]	760–1,330	570–760
Engineer	**M**	**5.5**	**3.5**		**1,045**	**665**
Industrial	R	6–8	3–5	239[1]	1,434–1,912	717–1,195
products salesperson	**M**	**7**	**4**		**1,673**	**956**
Service	R	8–10	4–6	239[1]	1,912–2,390	956–1,434
salesperson	**M**	**9**	**5**		**2,151**	**1,195**

*R: Range of calls.
*M: Mean number of calls.

Note: [1]Based on 5 days, 52 weeks per year, less 6 holidays, and less 15 days for vacation and sickness.

Note: [2]Based on 239 workdays less 1 day per week in office (49 days)

Territory definitions: **A**—Usually a metro area where customers are concentrated, the salesperson can make several calls at one location, or the sales manager's philosophy emphasizes maximum calls per day. **B**—Customers are dispersed and longer sales calls are required to sell a product or service.

Source: Sales & Marketing Management survey.

TABLE I-2

Direct sales costs of salesperson's calls

Type Of Salesperson	Range Of Yearly Direct Sales Costs Compensation Range	 Compensation Median	 Average Expenses[1]	 Total 1979	Total 1978
Account representative	$14,700–31,300	$28,750	$ 4,000–14,100	$32,750–42,850	$28,000–43,000
Detail salesperson	15,400–27,200	25,000	4,900–11,500	29,900–36,500	28,000–34,000
Sales engineer	17,500–39,000	27,500	3,900–19,300	31,400–46,800	29,000–42,000
Industrial-products salesperson	16,100–37,000	26,000	3,700–15,900	29,700–41,900	27,000–39,000
Service salesperson	16,500–35,700	27,000	4,300–16,200	31,300–43,200	31,000–41,000

[1]Includes average travel, entertainment, food, lodging, and auto expenses.
Note: Base salary + commission or bonus ranges obtained from American Management Assns., *Sales Personnel Report*, 1979 edition. Because of a change in methodology, 1978 data shown here may be different from those shown in 1979 *Survey of Selling Costs*.
Source: Sales & Marketing Management survey.

Because of these procedures and qualifications, S&MM's annual call-cost estimates differ sharply from those generated by two other well-known sources, McGraw-Hill Publications, New York City, and Dartnell Corp., Chicago, which report comparable estimates every other year. Dartnell's *Compensation of Salesmen: 20th Biennial Survey*, due this month, will report that cost per sales call was $71.90 in 1979. McGraw-Hill, which will conduct its biennial survey later this year, pegged call costs in 1977 at $96.79.

Interestingly enough, Dartnell's 1979 estimate represents a 21.7% rise over the $59.07 it reported in 1977. By and large, the increases in S&MM's call costs over the same two-year period cluster around this same rate of gain. Call costs of account representatives rose 28.0% between 1977 and 1979, while those of detail salespeople and service salespeople were up 21.4%, sales engineers 19.4%, and industrial-products salespeople 16.7%.

There are other differences, too, between SMM's call-costs estimates and those of the other two concerns. Some factors behind McGraw-Hill's higher figure: (1) it is confined to industrial-related salespeople and (2) includes salespeople with all types of territories, even those who make trips overseas to call on clients. Dartnell's call-cost estimate is below McGraw-Hill's because it includes salespeople for consumer-good industries (as does S&MM's), whose expenses are

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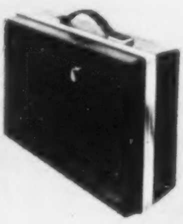

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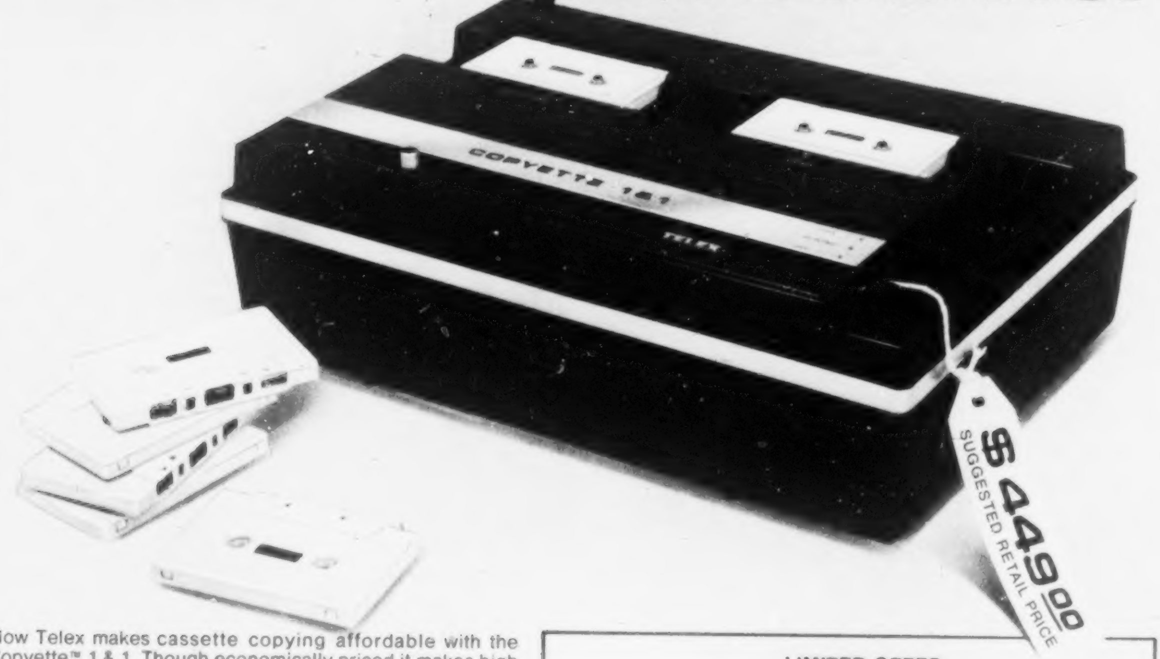

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less than those of their industrial counterparts. Like McGraw-Hill, Dartnell includes all types of territories.

Furthermore, Dartnell and McGraw-Hill both develop their estimates from mail surveys. While both firms provide definitions of call-cost components, there's no assurance that all respondents to each survey base their estimates of call costs on identical cost factors. S&MM's estimates are built from AMA data on three specific elements—compensation, auto, and T&E expenses—so there's a greater degree of consistency.

Most important, in contrast with the single average offered by the other sources, S&MM develops estimates for five broadly representative types of salespeople, enabling the marketer to select the figure most relevant to his operation. An overall average, by itself, can't properly reflect the widely varied types of salespeople and selling environments that make up the real world. It would be difficult to reconcile, in one comprehensive cost-per-call ratio, two such opposite types as, say, a sales engineer, who concentrates on developing solutions to complex customer problems, and an account representative, who sells mass-produced staples to an established customer base.

TABLE I-3

Direct sales cost per salesperson's call

Type Of Salesperson		1979 Median Direct Sales Cost	Average Calls Per Year Territory A	Territory B	Median Cost Per Salesman's Call Territory A	Territory B
			A	B	A	B
Account representative	R*	$32,750–$42,850	956–1,434	478–717	$23–$45	$46–$90
	M*	37,800	1,195	598	32	63
Detail salesperson	R	29,900– 36,500	1,434–2,390	956–1,434	13–25	21–38
	M	33,200	1,912	1,195	17	28
Sales engineer	R	31,400– 46,800	760–1,330	570–760	24–62	41–82
	M	39,100	1,045	665	37	59
Industrial-products salesperson	R	29,700– 41,900	1,434–1,912	717–1,195	16–29	25–58
	M	35,800	1,673	956	21	37
Service salesperson	R	31,300– 43,200	1,912–2,390	956–1,434	13–23	22–45
	M	37,250	2,151	1,195	17	31

*R: Range
*M: Mean
Note: Median cost per salesperson's call = $\frac{\text{direct sales cost}}{\text{average calls per year}}$

Source: Sales & Marketing Management survey.

TABLE I-4

Cost per call by effective call days per week

Type Of Salesperson		5 Days Per Week Territory		4 Days Per Week Territory		3 Days Per Week Territory	
		A	B	A	B	A	B
Account representative	R*	$23–$45	$46–$90	$29–$56	$58–$113	$39–$76	$78–$152
	M*	32	63	40	79	54	106
Detail salesperson	R	13–25	21–38	16–31	26–48	22–42	35–64
	M	17	28	21	35	29	47
Sales engineer	R	NTE		30–78	51–103	41–105	69–139
	M	NTE		46	74	63	100
Industrial products salesperson	R	16–29	25–58	20–36	31–73	27–49	42–98
	M	21	37	26	46	35	63
Service salesperson	R	13–23	22–45	16–29	28–56	22–39	37–76
	M	17	31	21	39	29	52

*R: Range
*M: Mean
NTE: Not typical experience.
Note: 5-day workweek based on 239 workdays, 4-day workweek based on 190 workdays, 3-day workweek based on 141 workdays. Each assumes an annual 15 days of vacation and 6 holidays.

Also, salespeople work in markedly different selling environments. A salesperson in a big city, where prospects are clustered together, spends a much greater portion of his time in face-to-face selling compared with his peer who, working a rural territory where prospects can be separated by vast distances, spends a greater share of his time travelling. Hence, S&MM uses two types of territories: Type A for metropolitan areas and Type B for nonmetro areas.

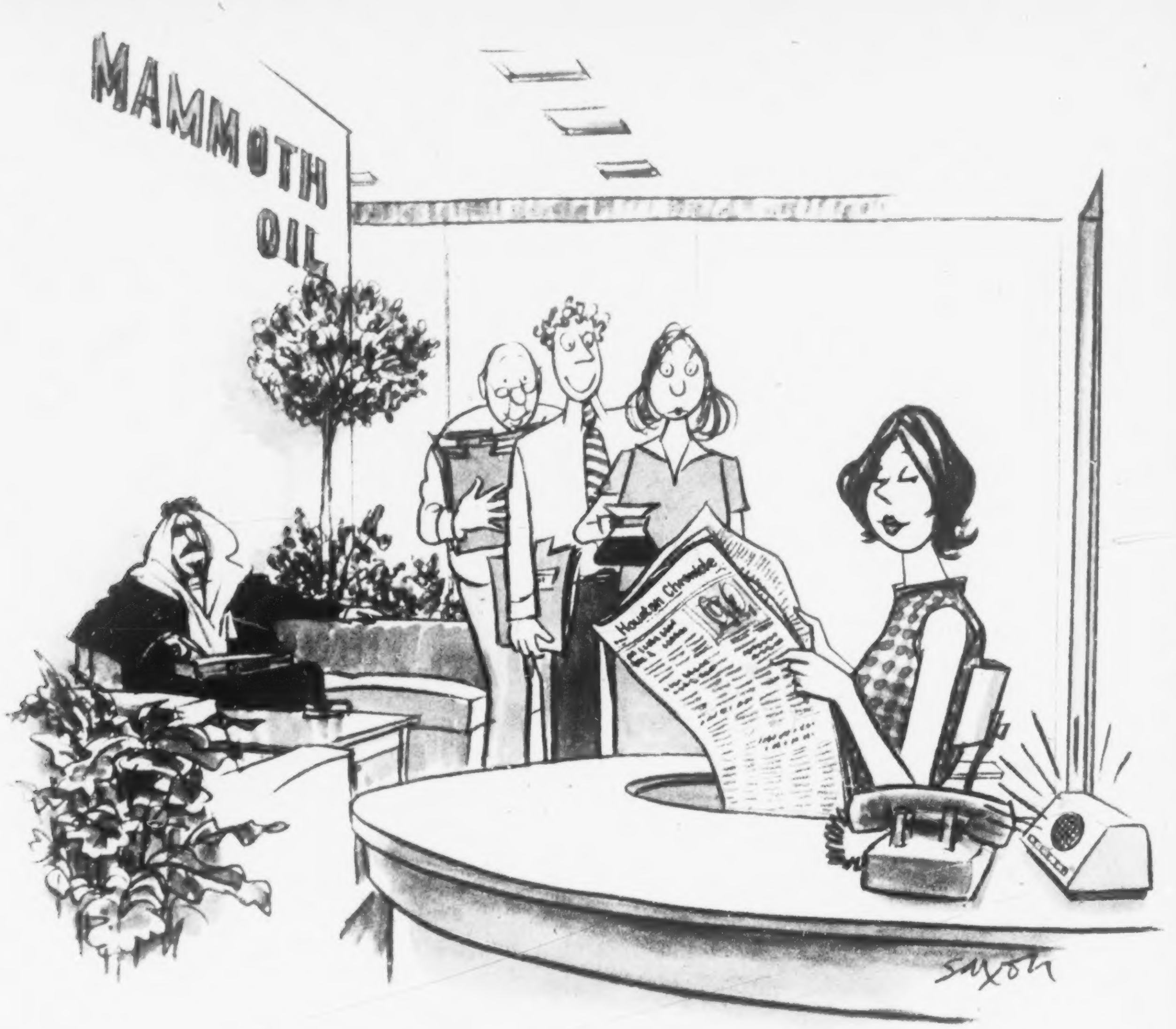
S&MM's cost-per-sales-call estimates are derived by dividing the number of calls the salesperson makes into his total direct sales costs (compensation plus auto and T&E expenses). If he makes 1,000 calls a year, for example, and has total direct costs of $10,000, his cost per call is $10.

Call patterns (Table I-1)

A sales call is a face-to-face contact between a salesperson and one or more buyers. Calculating the cost-per-call ratio starts with an estimate of the range in number of calls that are made, both daily and annually. This information is developed by S&MM and Technomic Consultants, a Chicago consulting company.

Direct sales costs (Table I-2)

Direct sales costs are limited to those that the salesperson and his manager can control, making the final call-cost ratio a more meaningful yardstick of performance. These include



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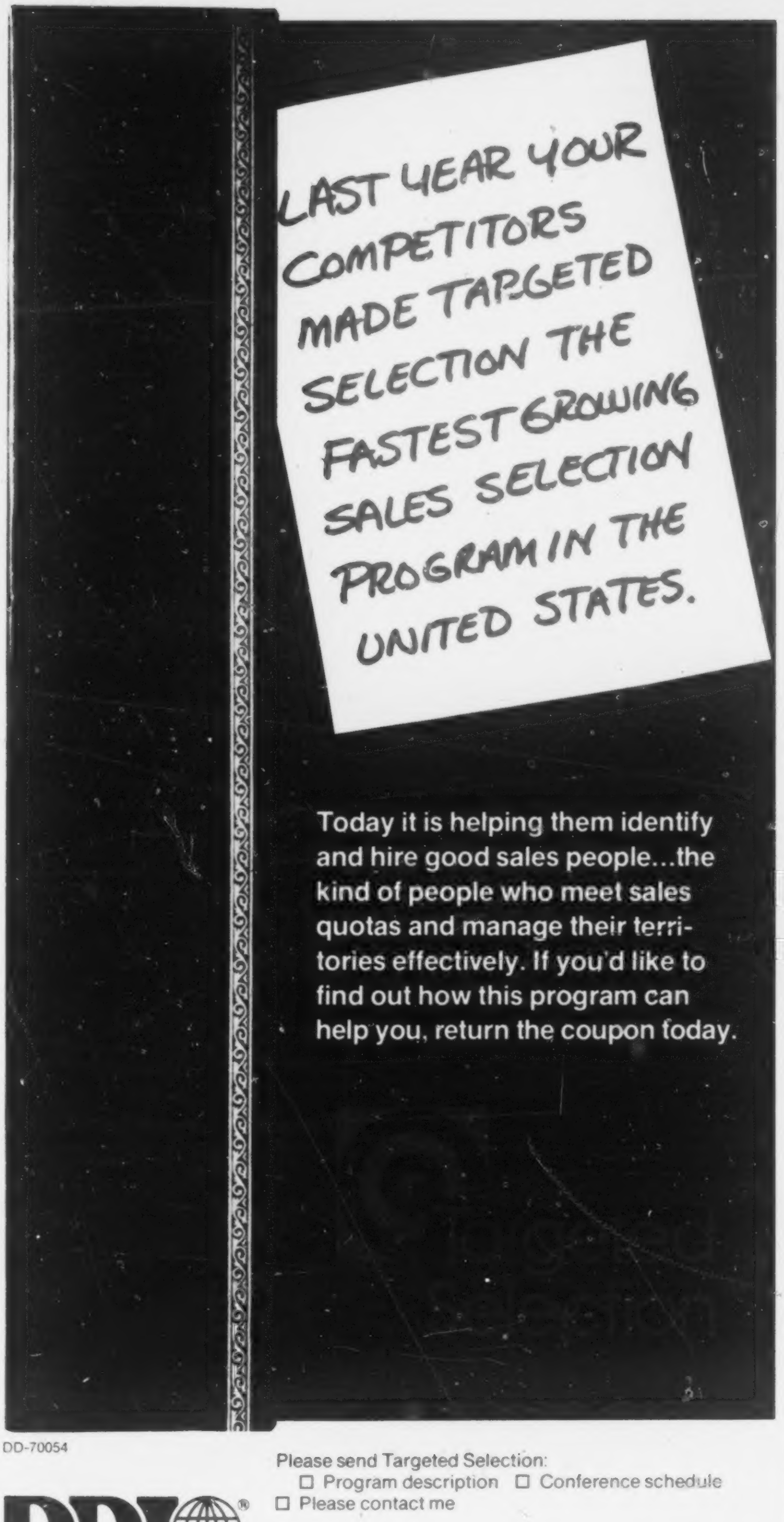
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compensation, auto expenses, and T&E (which embrace food and lodging). Such elements can vary considerably among the five sales types, reinforcing the need for developing call-costs estimates for different sales categories.

Cost per call (Table I-3)
The factors behind S&MM's preference for call-cost ratios by type of salesperson, as opposed to a single, all-inclusive average, are demonstrated by, first, the spread in such ratios between the five types, and, second, contrasting rates at which they are increasing.

Effective call days (Table I-4)
To make the call-cost information even more useful, S&MM provides a range of ratios based upon the salesperson's work patterns. By converting the cost ratios to applicable three-, four-, or five-day call patterns, the data reflect that salespeople are at different levels of expertise in managing time and territory, as well as planning call patterns and executing the call function.

A cautionary note: Although cost per call is a valuable monitor, it should not be used exclusively for evaluating a salesperson's effectiveness. Sales productivity is as much a function of profitable sales volume as per-call costs, and the manager must consider both elements in assessing the individual's productiveness. And, as the following section demonstrates, even a call-cost ratio itself must be tempered by the nature of local markets. ■

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SURVEY HIGHLIGHTS

How call costs vary by industry

Industry	1979 Avg.	% Change 1977-79
Building materials	$74.86	+160%
Chemicals	86.08	+ 24
Drugs/medicines	64.28	+ 51
Electrical equipment	76.26	+ 40
Electronics	85.26	+ 63
Fabricated metals	83.73	+ 56
Food products	70.21	+ 36
Instruments/ allied products	63.04	− 2
General machinery	79.38	+ 70
Services	75.58	+ 79

Source: Dartnell Corp., *Compensation of Salesmen: 20th Biennial Survey.*

Continued rise in cost per sales call

Type Of Salesperson	1979 Cost Per Call (Metro Area)	% Increase 1978-79	1977-78	1974-79 Annual Rate
Account representative	$32	6.7%	20.0%	14.9%
Detail salesperson	17	6.3	14.3	13.6
Sales engineer	37	8.8	9.7	7.3
Industrial-products salesperson	21	5.0	11.1	10.1
Service salesperson	17	6.3	14.3	11.2

Note: Due to a change in methodology, data shown in prior years was recalculated for purposes of this comparison.
Source: *Sales & Marketing Management's 1980 Survey of Selling Costs*

How direct sales costs are changing

Type of Salesperson[1]	Median Direct Sales Costs 1979	% Change 1978-79	Compound Annual % Increase 1974-79
Account representative			
Total	**$37,800**	**+ 6.5%**	**14.2%**
Compensation	28,750	+ 8.5	12.4
Auto and T&E[2]	9,050	+ 0.6	20.9
Detail salesperson			
Total	**33,200**	**+ 7.1**	**14.3**
Compensation	25,000	+ 8.7	12.3
Auto and T&E	8,200	+ 2.5	22.3
Sales engineer			
Total	**39,100**	**+10.1**	**7.3**
Compensation	27,500	+ 7.8	6.1
Auto and T&E	11,600	+16.0	10.6
Industrial-products salesperson			
Total	**35,800**	**+ 8.5**	**9.7**
Compensation	26,000	+ 8.3	8.2
Auto and T&E	9,800	+ 8.9	14.4
Service salesperson			
Total	**37,250**	**+ 3.5**	**11.6**
Compensation	27,000	+ 8.0	9.1
Auto and T&E	10,250	+ 2.5	20.7

[1] See page 24 for definition of salesperson type.
[2] T&E: Travel and entertainment, including food and lodging.
Source: *Sales & Marketing Management's 1980 Survey of Selling Costs.*

Increases in U.S. Selling Costs Index components

Category	1978-79 Increase	1977-78 Increase
Lodging	12.9%	13.4%
Auto rental	21.3	9.5
Food & drink	9.5	7.5
Selling Costs Index	**15.5%**	**10.2%**

Source: *Sales & Marketing Management's 1980 Survey of Selling Costs.* Reproduction strictly prohibited.

Evening dining costs in major cities

City	Est. Cost For 2	% Increase 1978-79
Atlanta	$83.30	10%
Boston	77.65	17
Chicago	82.80	14
Cleveland	74.70	9
Dallas	93.90	10
Detroit	75.10	11
Houston	80.50	15
Los Angeles	89.15	11
Miami	95.90	12
Minneapolis	84.60	16
New York	99.20	17
Philadelphia	94.40	18
San Francisco	93.75	17
St. Louis	80.80	17
Washington, D.C.	79.65	13
15-city average	**$85.69**	**14%**

Definition: Cost is for dinner (prime ribs or house specialty) for two persons at a white tablecloth restaurant, including two drinks apiece, one bottle of wine, one cordial each, tax, and 15% gratuity.
Source: Sales & Marketing Management survey.

S&MM's per diem expenses vs. Consumer Price Index (CPI)

Category	% Increase 1978-79 S&MM	CPI[1]
Meals	+ 9.4%	+11.4%
Lodging	12.9	15.7
Auto rental	14.5	4.1[2]

[1] Dec.-to-Dec. period.
[2] CPI category defined as "Auto rentals, registrations, and other fees" whereas the S&MM figure is the combined average of standard and economy auto rental daily rates as shown in Section II. The marked difference between the S&MM and CPI rates of change is probably due to the behavior of "registrations and other fees" in the CPI category.

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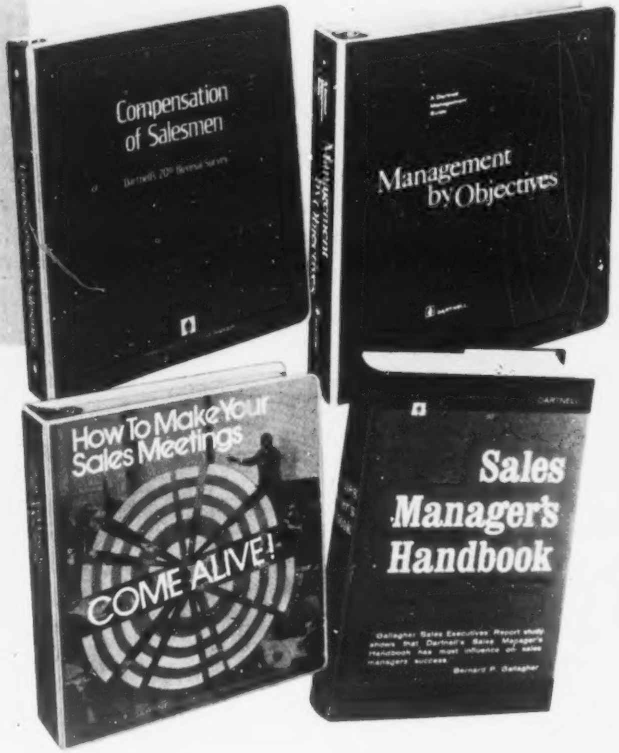

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How to create your own cost-per-call efficiency index

S&MM's cost-per-call data can help you evaluate the effectiveness of your own management of this critical cost-ratio. Because the data are detailed for types of salespeople and selling situations, they are most helpful if you develop your own **Sales Call Efficiency Index** that you can then use to monitor the efficiency of your field sales force.

1. Call patterns. Information on your salespeople's call patterns (Table I-5) can be gained either by totalling the number of calls listed on call reports or by multiplying the average number of calls per day by the number of days salespeople spend in the field.

TABLE I-5

How to compute your salesperson's call patterns

		Estimated Calls Per Year			
Salesperson	*Actual Calls Reported*	*Average Calls Per Day*	*Total Days In Field*	*Estimated Total Calls*	*Actual Or Estimated Calls Per Year*

TABLE I-6

How to compute your salesperson's direct sales costs

	Yearly Direct Sales Cost					
Salesperson	*Base Salary*	*Bonus Or Comm*	*Auto Expense*	*Expense Account Reported*	*Other*	*Total Direct Sales Cost*

TABLE I-7

How to compute your salesperson's per-call costs

Salesperson	*Direct Sales Cost*	*Total Calls Per Year*	*Cost Per Salesman's Call*

Note: Direct cost per salesperson's call $= \frac{\text{direct sales cost}}{\text{total calls per year}}$

TABLE I-8

Territory concentration factor

Standard Average Calls Per Day	*Average Calls Per Day For Territory*									
	10	*9*	*8*	*7*	*6*	*5*	*4*	*3*	*2*	*1*
10	1.00	1.11	1.25	1.42	1.66	2.00	2.50	3.33	5.00	10.00
9	.90	1.00	1.12	1.28	1.50	1.80	2.25	3.00	4.50	9.00
8	.80	.88	1.00	1.14	1.33	1.60	2.00	2.66	4.00	8.00
7	.70	.77	.87	1.00	1.16	1.40	1.75	2.33	3.50	7.00
6	.60	.66	.75	.85	1.00	1.20	1.50	2.00	3.00	6.00
5	.50	.55	.62	.71	.83	1.00	1.25	1.66	2.50	5.00
4	.40	.44	.50	.57	.66	.80	1.00	1.33	2.00	4.00
3	.30	.33	.37	.42	.50	.60	.75	1.00	1.50	3.00
2	.20	.22	.25	.28	.33	.40	.50	.66	1.00	2.00
1	.10	.11	.12	.14	.16	.20	.25	.33	.50	1.00

2. Direct sales costs. Unless you keep your own records, company financial records will provide much of the information on direct sales costs (Table I-6). They can be supplemented by the sales force's expense accounts, as well as the Metro Sales Costs (page 41) and Transportation (page 95) sections.

3. Cost per call. Using the summary data from the first two tables, you calculate cost per call (Table I-7) by dividing the salespeople's number of calls into their total direct sales costs. If you want to make the sales force more aware of this critical ratio, you can redesign the format of your call reports so that individuals can compute their own cost per call each time they submit a report.

4. Territory concentration factor. No two territories are exactly alike because of differences in geography, number and type of accounts, and industry concentration or dispersal. You can compensate for this diversity by assigning "weights" to the salespeople or territories being compared. Here, you first develop an average number of calls per day for your entire sales force; that figure represents the norm. Then, using the Territory Concentration Factor (Table I-8), which shows the statistical relationship between a set of common numbers, you "equalize" the differences in the number of sales calls. That is, it compensates for the differences where one territory averages eight calls per day, another, only four.

Next, you adjust for the difference in selling and living costs between the markets. A step-by-step procedure, comparing the Newark, N.J., and Boise, Idaho, markets, is provided on page 36.

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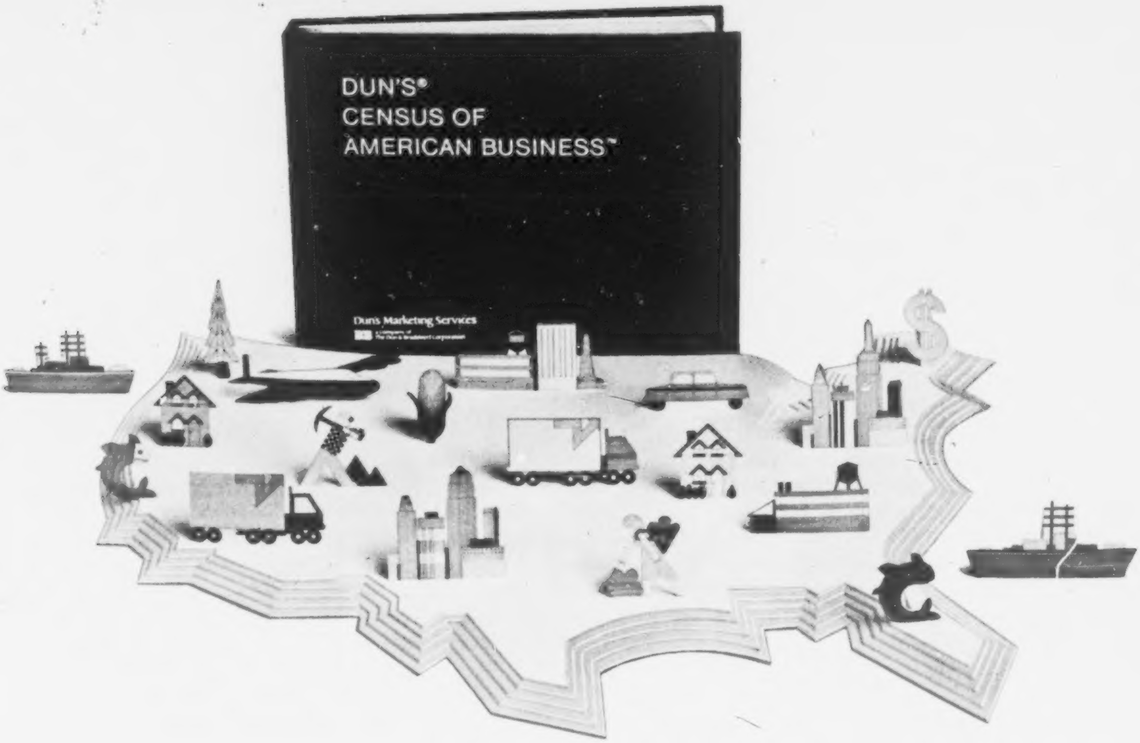

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Step-by-step sequence in building a sales call efficiency index

TABLE 1-9

Sales call efficiency index

	Total Direct Sales Costs	Annual Number Of Sales Calls	Unweighted Cost Per Sales Call	Territory Concentration Factor (TCF)	Per Diem Index*	Sales Call Efficiency Index	**Weighted Sales Call Efficiency Index**
Boise	$25,000	956	$26	1.40	83	$22	**$20**
Newark	$31,000	1,912	$16	0.77	121	$17	**$20**

*As indicated in Section II Metro Sales Costs

In order to compare cost-per-call ratios of different sales territories equitably, variances between local markets must be considered. This hypothetical example analyzes two different markets: Boise, Idaho, with below-average per diem costs, and Newark, N.J., with above-average per diem costs.

The Boise salesperson has direct sales costs of $25,000 and makes 956 calls a year, while the Newark salesperson has direct sales costs of $31,000 and makes 1,912 calls. Thus the **Unweighted Cost Per Sales Call** in Boise is $26.15 ($25,000 ÷ 956 = $26.15) compared with $16.21 in Newark ($31,000 ÷ 1,912 = $16.21). At first glance, it appears that the Newark salesperson is managing his expenses much better than his Rocky Mountain counterpart.

However, a fair evaluation of the relative performance of each salesperson must recognize that Boise and Newark are two distinctly different markets. A first step toward developing a **Sales Call Efficiency Index** that compensates for these differences involves the Territory Concentration Factor (TCF) (Table I-8). Assuming the entire sales force averages seven calls per day, and using the table to relate each salesperson's calls to that number, the TCF of Boise's 5 calls per day is 1.40 while that of Newark's 9 calls is 0.77.

Next, the Metro Sales Costs section (page 41) reveals that Boise's per diem index is 83 and Newark's is 121. Dividing each number into 100, the all-U.S. norm, yields a factor of 1.20 for Boise and 0.83 for the Eastern city.

$$\text{Sales Call Efficiency Index} = \frac{\text{Direct sales cost} \dfrac{(100)}{(\text{Per diem index})}}{\text{Calls/year (Territory Concentration Factor)}}$$

For Boise, the calculation is as follows:

$$\frac{\$25{,}000\,(1.20)}{956\,(1.40)} = \frac{30{,}000}{1{,}338} = \$22.42$$

For Newark: $$\frac{\$31{,}000\,(0.83)}{1{,}912\,(0.77)} = \frac{25{,}730}{1{,}472} = \$17.48$$

With these data in hand, it is now possible to construct a **Sales Call Efficiency Index** for each territory using the equation illustrated above. This reveals that, on an adjusted basis allowing for market differences, the cost per call in Boise is $22.42 and in Newark, $17.48. What was a $10 difference has been cut in half.

Weighted to balance geographical differences in the cost of living

For Boise: $$\frac{\$18{,}000 + \$7{,}000\,(1.20)}{956\,(1.40)} = \frac{26{,}400}{1{,}338} = \$19.73$$

For Newark: $$\frac{\$21{,}500 + 9{,}600\,(0.83)}{1{,}912\,(0.77)} = \frac{29{,}468}{1{,}472} = \$20.02$$

The adjusted index can be further refined by allowing for living costs differences. In this example, the Boise salesperson has a base salary of $18,000 plus $7,000 for expenses, while the Newark salesperson has a base salary of $21,500 plus $9,600 for expenses. Using the above equation—multiplying each individual's expenses by the per diem factor mentioned earlier (1.20 for Boise, 0.83 for Newark)—results in a **Weighted Sales Call Efficiency Index** of $19.73 for the Boise salesperson and $20.02 for the Newark salesperson.

SURVEY HIGHLIGHT

How metro per diem and living costs increases compare

Metro Market	1978–79 % Increase: Per Diem Total	1978–79 % Increase: Consumer Price Index
NORTHEAST	**+12.0%**	**+11.8%**[1]
Boston	8.8	11.5[1]
Buffalo	12.3	10.8
New York	14.0	10.6
Philadelphia	14.4	11.2
Pittsburgh	14.6	11.7
MIDWEST	**10.9**	**13.7**
Chicago	14.5	15.0
Cincinnati	12.1	12.8[1]
Cleveland	8.2	13.0
Detroit	16.0	15.3
Kansas City	9.0	17.6
Milwaukee	13.5	15.5[1]
Minneapolis-St. Paul	13.8	12.2
St. Louis	9.4	13.2[1]
SOUTH	**11.5**	**12.8**
Atlanta	13.4	12.3
Baltimore	11.9	11.9[1]
Dallas-Fort Worth	14.8[2]	16.1
Houston	14.5	13.2
Miami	10.9%	11.2%[1]
Washington, D.C.	12.1	10.5[1]
WEST	**11.5**	**15.4**
Denver-Boulder	15.3	16.3[1]
Los Angeles-Long Beach	9.3	15.7
Portland	11.1	14.2[1]
San Diego	11.3	18.1[1]
San Francisco-Oakland	9.5	14.6
Seattle-Everett	11.4	11.8[1]
U.S.	**+11.5%**	**+13.3%**

Notes: Per diem total is the cost of three meals and one night's lodging. Sales & Marketing Management gathers the restaurant and hotel data in the fourth-quarter period; the Bureau of Labor Statistics develops its price indexes each month of the year.

[1] Consumer Price Index for the Dec.-to-Dec. period except for these markets where the Nov.-to-Nov. period is the latest data available.

[2] Dallas only.

Sources: *Sales & Marketing Management's 1980 Survey of Selling Costs*, Bureau of Labor Statistics' *Monthly Consumer Price Index Report*.

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Step-by-step sequence in preparing a sales costs budget

(Bold-faced numbers in the drawing refer to explanations in adjoining column)

Step-by-step sequence in preparing a sales costs budget

TERRITORY PERIOD			FORECAST OF FIELD SELLING EXPENSES							
1	2	3	4	5	6	7	8	9	10	11
Major Cities	*Forecast Sales*	*Budgeted Salaries*	*Lodging*	*Food And Drink*	*Auto Rental*	*Misc (Parking Taxi, Tips)*	*Entertainment*	*Other Travel*	*Promotional*	*Total City Expenses*
12. Total	$									
13. % Total/ Territory	%		%	%	%	%	%	%	%	%
14. Total Territory	$									
15. Budgeted Salaries	$									
16. Forecast Expenses	$									
17. Total Expenses	$	÷ Forecast Sales	$ =	Gross Dollar Return On Sales	%					

1. List the major cities in your territory that are included in *Section II: Metro Sales Costs*.

2. Enter the forecast sales for each city.

3. List in total only the budgeted salaries of the territory sales manager and salespeople as fixed costs.

4. Estimate the number of nights to be spent in each city and multiply by the lodging averages shown in Section II.

5. Estimate the number of meals and drinks per day in each city (S&MM assumes an allowance of two drinks per day per salesperson) and multiply by the appropriate food and drink medians that are shown in Section II.

6. If an auto will be rented, estimate the number of miles per week. *Multiply* the number of days by the rate per day, *add* the sum of the number of miles times the rate per mile, *add* insurance of $2 per day, and subtract your company discount (if any). Auto-rental data are in Sections II and VI.

7. Estimate the miscellaneous expenses.

8. Add entertainment costs by multiplying the dinner and drink rates (for each city) by the number of clients or customers entertained.

9. Estimate other travel expenses—air, train, or bus fares—that may be incurred in trips to the home office or to sales meetings.

10. Estimate promotion expenses by including advertising, sales promotion, trade shows, meetings, and so on that may be charged to the territory.

11. Total expenses across columns 4 to 10 to derive expenses by city.

12. Total all expenses shown in columns 4 to 11.

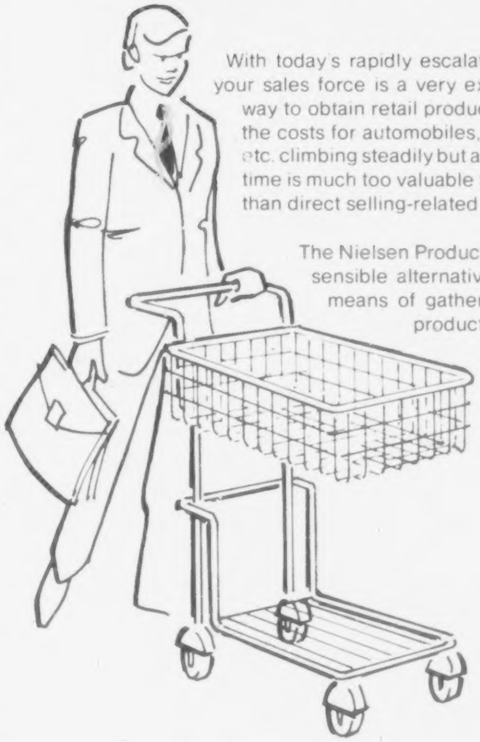
13. Calculate the percent of the territory's sales that will be accounted for by total sales of the cities listed; do the same for expenses. *A possible shortcut:* Assume that a city's percentage of total territory sales will be the same as its share of total territory expenses.

14. Enter the expected total sales of the territory.

15. Enter total budgeted salaries.

16. Enter total forecast expenses for the cities from column 11. Total salaries and expenses should be adjusted for any overhead—rent, utilities, secretarial expenses—charged to the sales office.

17. Add salaries (item 15) and expenses (item 16). Subtract total expenses (item 17) from forecasted sales (item 12), giving the gross dollar return on sales. This gross dollar return can then be converted to a percentage figure by dividing by the forecast sales total. Comparing the percent shown here with your company's targeted profit ratio tells you if you are on target. If you are not, analysis of the data may suggest the reasons why.



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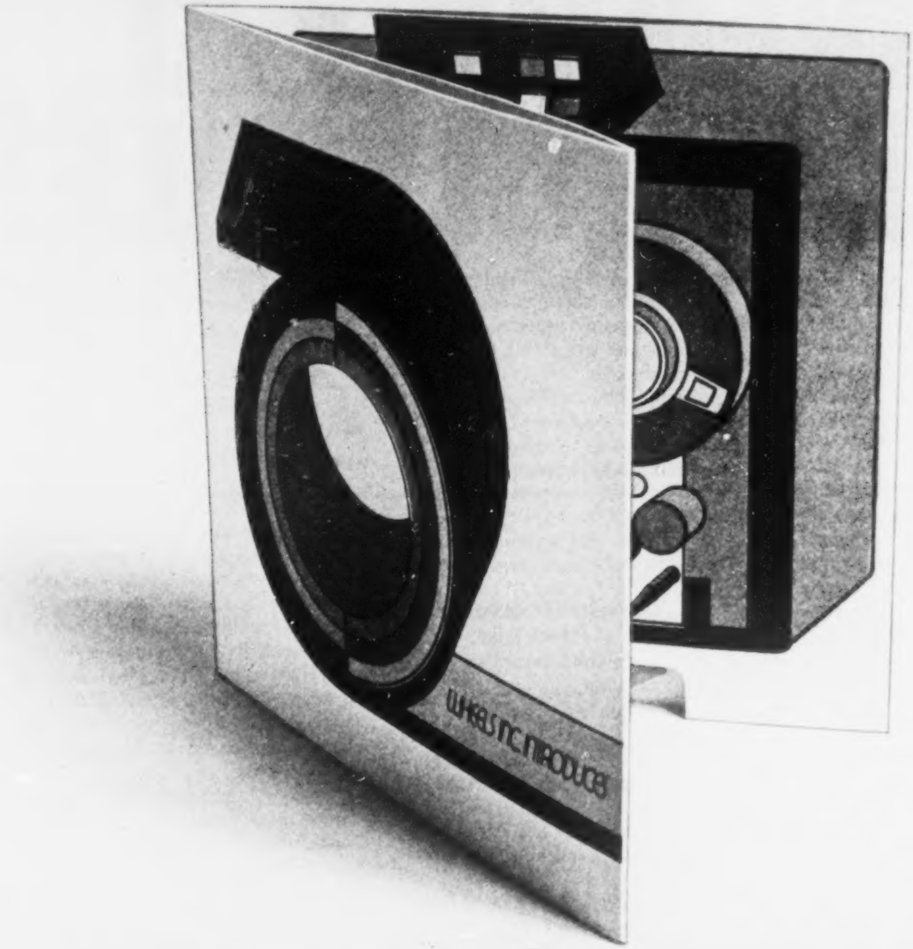

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There is another way for companies to sell excess inventory. An alternative that provides for immediate sale at full value. That helps generate corporate cash. That gives management better financial control. That alternative: The Tradewell Trade.

If your company is facing an excess inventory problem or you see one looming, you should know about the services of Tradewell Industries.

"We serve as a trading partner for companies that want to avoid costly markdowns of excess inventory. And **The Tradewell Trade** is a simple, uncomplicated, efficient transaction to accomplish that end," explains Tradewell President William S. Steinberg.

"We purchase merchandise at the regular wholesale price. Payment is made in the form of trade credits which our clients use to reduce the cost of television and radio advertising, premium and sales incentive programs, printing, and various other marketing services."

"Since our clients have already budgeted for these services, the use of trade credits represents considerable cash savings."

Full value credit is one reason why a growing number of companies are using the Tradewell Trade. Here are some other reasons:

No inventory problem is ever too big or complex.

To date, Tradewell Industries has entered into trading transactions that have ranged in dollar value from our minimum of $100,000 to as high as $5,000,000. Our average transaction is $500,000.

These transactions have involved a broad range of products, both consumer and industrial, for a broad range of clients.

Many Fortune 500 companies and their subsidiaries have turned to The Tradewell Trade to solve inventory problems. So have many smaller companies bent on reaching that list. Regardless of the size of your company or the size of your inventory problem, Tradewell Industries can help you.

Careful product distribution.

At Tradewell, our objective is to complement, not compete with a client's established distribution methods. To do this, we use a number of channels. These include: sales promotion, premium and incentive programs, the export market, direct response programs, the PX market, company stores and mass merchants.

Media and promotion specialists.

The professionals that staff our media department are among the most qualified in the industry today.

They concentrate on trading and placing client media needs. They provide in-depth demographic and rating analysis as well as comparisons of cost.

No media is placed without client approval. And we welcome the participation of a client's advertising agency.

Through our subsidiary, **Tradewell Merchandising Corporation,** we provide comprehensive sales promotion and merchandising services. These include: promotion planning and development, premium promotions, sweepstakes and contests and sales force and trade incentive programs.

The Tradewell Trade for financial control.

Barter transaction may afford your financial group considerable accounting flexibility. There are a number of alternative ways which may be available to you to report the transaction; you should seek your accountant's advice as to the most beneficial available alternative.

For many companies, The Tradewell Trade may be the perfect alternative for solving inventory and marketing problems and achieving better financial control. Tradewell would like to discuss this alternative with you.

If you are interested in learning more about barter from the leading trade specialists in the industry, call or write William S. Steinberg, President of Tradewell Industries Inc.
(212) 888-8500

William S. Steinberg, President,
Tradewell Industries, Inc.:
"In my talks with corporate management, I've found that a trade agreement does more than solve an immediate inventory problem. It opens new avenues for innovative and aggressive marketing."

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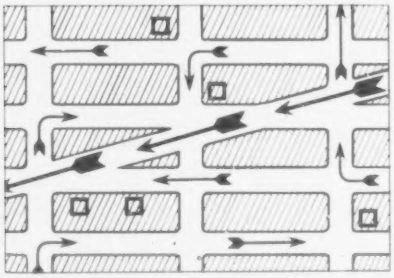
METRO SALES COSTS



U.S. and Canada

TABLE	TITLE
II-1	**Selling costs in 80 major U.S. markets**
	Lodging—Average daily rate and range of rates
	Meals—Median costs of breakfast, lunch, and dinner
	Per diem total—Lodging and meals
	Per diem increase—1978–79 increase in per diem total
	Per diem index—Market's lodging and meal costs compared with U.S. average
	Cost of two drinks
	Airport to downtown—Limousine and taxi rates, distances, and times
	Auto rental—Average car-rental rates per day
II-2	**Selling costs in six major Canadian markets**
II-3	**Meal and lodging tax rates by metropolitan market**

A helpful subject-matter index to all statistical information appears on page 101

TABLE II-1 Selling costs in 80 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1978–79	**Per Diem Index**	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Akron, Ohio	Average $24.25 Range $18.50–$33.00	B $ 2.80 L $ 3.95 D $11.35	$42.35	8.0%	**82**	$3.40	Limo: $3.50 Taxi: $14.50 Dist.: 15 mi. Time: 30 min.	$42.50
Albany-Schenectady-Troy, N.Y.	Average $31.00 Range $23.00–$50.00	B $ 4.00 L $ 5.00 D $13.20	53.20	15.8	**103**	3.50	Limo: $3.75 Taxi: $10.20* Dist.: 8 mi. Time: 30 min.	40.50
Albuquerque, N.M.	Average $28.00 Range $16.00–$39.50	B $ 3.55 L $ 4.80 D $10.05	46.40	14.3	**90**	3.10	Limo: $2.25 Taxi: $5.58* Dist.: 5 mi. Time: 15 min.	35.75
Allentown-Bethlehem-Easton, Pa.	Average $29.25 Range $22.00–$42.00	B $ 2.80 L $ 4.35 D $11.50	47.90	9.0	**93**	3.30	Limo: $4.00 Taxi: $4.50* Dist.: 4 mi. Time: 30 min.	40.80
Atlanta, Ga.	Average $39.50 Range $25.00–$64.00	B $ 3.65 L $ 4.65 D $12.60	60.40	13.4	**117**	3.80	Limo: $3.50 Taxi: $8.20 Dist.: 8 mi. Time: 35 min.	41.15
Baltimore, Md.	Average $34.00 Range $14.00–$52.00	B $ 3.80 L $ 4.20 D $13.90	55.90	11.9	**108**	3.50	Limo: $3.00 Taxi: $6.30 Dist.: 10 mi. Time: 25 min.	46.95
Bethlehem, Pa.	**See Allentown-Bethlehem-Easton, Pa.**							
Billings, Mont.	Average $24.50 Range $14.00–$34.00	B $ 3.15 L $ 4.25 D $ 8.80	40.70	11.4	**79**	3.00	Limo: $2.00 Taxi: $2.65* Dist.: 2 mi. Time: 10 min.	37.40
Birmingham, Ala.	Average $26.00 Range $18.00–$41.00	B $ 3.65 L $ 5.00 D $10.70	45.35	10.9	**88**	5.00	Limo: $2.50 Taxi: $5.65 Dist.: 5 mi. Time: 30 min.	40.15
Boise, Idaho	Average $25.00 Range $14.00–$35.50	B $ 3.30 L $ 5.05 D $ 9.50	42.85	11.6	**83**	3.00	Limo: $1.50 Taxi: $5.65 Dist.: 5 mi. Time: 20 min.	31.40
Boston, Mass.	Average $44.00 Range $28.00–$75.00	B $ 3.55 L $ 5.35 D $12.45	65.35	8.8	**126**	3.60	Limo: $2.25 Taxi: $5.00 Dist.: 3 mi. Time: 30 min.	49.35
Boulder, Colo.	**See Denver-Boulder, Colo.**							
Bridgeport-Stamford-Norwalk-Danbury, Conn.	Average $37.75 Range $19.00–$56.00	B $ 3.40 L $ 5.00 D $11.25	57.40	14.3	**111**	3.40	Limo: $2.50 Taxi: $4.50 Dist.: 4 mi. Time: 10 min.	41.90
Bristol, Conn.	**See Hartford-New Britain-Bristol, Conn.**							

*= flat or zone rate.

DEFINITIONS—**Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal costs:** A 12.5% tip is included in each meal cost shown. In some cities, medians have slightly declined. This may be due to changes in the sample rather than changes in cost of meals. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1978 to 1979 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of the all-U.S. average (an index of 110, for example, means that the area's total cost is 10% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Taxi fares shown include a 12.5% tip, but exclude the cost of extraordinary waiting time due to traffic delays. Information is for first city in metro area title. **Auto rental:** Costs are based upon the published nondiscountable daily rate of major companies. Applicable local gas charges for 50 miles have been added. Note: **Average** is the sum of the dollar amounts divided by the number of responses. **Median** is the dollar amount that has an equal number of responses above and below it.

Sources: Sales & Marketing Management; American Hotel Assn.: *1979 Hotel and Motel Red Book*; *Official Airline Guide*.

TABLE II-1 Selling costs in 80 major U.S. markets

Metro Area	*Lodging (Daily)*	*Meals (Median)*	*Per Diem Total*	*Per Diem Increase 1978–79*	***Per Diem Index***	*Cost Of Two Drinks*	*Airport To Downtown*	*Per Diem Auto Rental*
Buffalo, N.Y.	Average $28.25 Range $18.00–$41.00	B $ 3.40 L $ 4.20 D $11.30	$47.15	12.3%	**91**	$3.00	Limo: $3.00 Taxi: $8.60 Dist.: 9 mi. Time: 30 min.	$50.00
Canton, Ohio	Average $25.00 Range $13.00–$32.00	B $ 2.80 L $ 3.75 D $11.80	43.35	11.7	**84**	3.00	Limo: $3.00 Taxi: $13.50* Dist.: 10 mi. Time: 20 min.	43.70
Charleston, S.C.	Average $28.50 Range $17.00–$52.00	B $ 3.10 L $ 4.20 D $10.05	45.85	10.3	**89**	4.70	Limo: $3.50 Taxi: $10.80 Dist.: 12 mi. Time: 30 min.	39.65
Charlotte-Gastonia, N.C.	Average $26.50 Range $15.00–$35.00	B $ 3.95 L $ 4.45 D $12.00	46.90	10.0	**91**	4.50	Limo: $2.50 Taxi: $6.80 Dist.: 8 mi. Time: 30 min.	38.95
Chicago, Ill.	Average $51.00 Range $28.00–$78.00	B $ 4.55 L $ 5.80 D $14.65	76.00	14.5	**147**	4.30	**O'Hare** Limo: $4.30 Taxi: $15.25 Dist.: 19 mi. Time: 45–65 min. **Midway** Limo: $3.35 Taxi: $9.85 Dist.: 10 mi. Time: 40 min.	44.20
Cincinnati, Ohio	Average $30.25 Range $16.00–$47.00	B $ 3.60 L $ 4.35 D $11.75	49.95	12.1	**97**	3.80	Limo: $3.25 Taxi: $15.20* Dist.: 13 mi. Time: 45 min.	39.10
Cleveland, Ohio	Average $31.25 Range $22.00–$47.00	B $ 3.50 L $ 3.90 D $10.70	49.35	8.2	**95**	3.20	Limo: $3.50 Taxi: $11.20 Dist.: 12 mi. Time: 60 min.	42.70
Columbus, Ohio	Average $30.25 Range $22.00–$40.00	B $ 3.10 L $ 4.00 D $11.60	48.95	12.7	**95**	3.00	Limo: $2.25 Taxi: $8.00 Dist.: 8 mi. Time: 40 min.	36.80
Dallas, Texas	Average $36.25 Range $17.00–$65.00	B $ 4.15 L $ 5.80 D $14.00	60.20	14.8	**116**	4.00	Limo: $4.00 Taxi: $14.00 Dist.: 17 mi. Time: 60 min.	36.00
Danbury, Conn.		**See Bridgeport-Stamford-Norwalk-Danbury, Conn.**						
Davenport-Rock Island-Moline, Iowa-Ill.	Average $25.50 Range $18.00–$34.00	B $ 3.40 L $ 4.80 D $ 9.40	43.10	12.8	**83**	3.00	Limo: $4.25 Taxi: $11.80* Dist.: 10 mi. Time: 20 min.	39.75
Dayton, Ohio	Average $26.25 Range $21.50–$35.00	B $ 3.15 L $ 4.70 D $ 9.90	44.00	13.4	**85**	3.10	Limo: $3.75 Taxi: $11.50 Dist.: 13 mi. Time: 25 min.	39.35
Denver-Boulder, Colo.	Average $36.50 Range $25.00–$60.00	B $ 3.55 L $ 4.55 D $12.65	57.25	15.3	**111**	3.50	Limo: $2.35 Taxi: $6.75 Dist.: 7 mi. Time: 30 min.	38.10
Des Moines, Iowa	Average $25.00 Range $14.50–$35.00	B $ 3.70 L $ 5.00 D $10.90	44.60	10.7	**86**	3.00	Limo: $1.85 Taxi: $5.45 Dist.: 5 mi. Time: 20 min.	41.60

* = flat or zone rate.

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And if your customer has a complaint, you discuss it, take care of it at once. It also gives consumers immediate answers—about product specs, retail outlets, service locations.

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#2 What WATS is right for you?

You don't have to be a biggie to have a WATS line. You can have an unlimited number of calls on outward WATS for as little as ten hours a month. Or as much as 240 hours each month FOR A SINGLE CHARGE. And you don't have to buy the whole country, just the zones you call across to do business. With the right WATS, you'll be able to improve customer service, avoid the high costs of inventory outages, speed up cash flow and lower your operating expense.

#3 How a phone number can be your "office" in another city.

Bell can show you how to do business in a distant city without the expense of a local office. With the help of RCF—Remote Call Forwarding—you won't need an office, equipment, or additional help.

Bell assigns your firm a local number in the city of your choice. Calls are automatically redirected to you. No waiting. No operator assistance. You will be surprised to discover that the cost for this service is remarkably low.

This means your customer is only a local call away. With RCF, you can open new markets, test them out, accept out-of-town orders, and improve customer service.

#4 Selling on the phone instead of on the road.

Gasoline prices and other travel expenses are on the rise. So sending salespersons out to get small orders from small accounts is a waste of time and money. Our Bell experts can help you keep those customers by teaching you special techniques.

You'll learn how to call periodically when inventory is down and the customer is ready to buy. You'll contact smaller accounts more frequently, and at a lower cost, than is possible with on-premise visits.

#5 Improving credit management.

Successful credit management is the key to cash flow. Our Bell experts have programs that expand your market, develop customers, build profits, and give you a better handle on fiscal control. You'll be involved with an overall strategy that will enable you to check the customer's ability to pay on time, calculate marginal risk, and collect overdue accounts.

#6 Turning an inquiry into a sale.

Turning an inquiring prospect into an active customer takes skill that your people might not have.

Our Bell experts can show you how to screen and qualify an inquirer's interest, and then take immediate and competent action. In no time you'll learn how to capitalize on a prospect's interest and need immediately—when he or she is most receptive to your offer. Effectively used, our techniques will help improve your sales AND profits.

#7 Phoning for new business.

Today you can actually telephone for new business—and get it, provided you use the right techniques. Our Bell experts can teach you how to shop for new customers by building primary and secondary lists. How to screen a prospect's interest before sending out material. And how to follow up a prospect after a mailing. As a result, you'll increase your market coverage or extend the territory you now cover at a fraction of your present sales costs.

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A BELL BUSINESS EXPERT WILL TALK TO YOU. You can expect to have a relaxed, friendly talk. You'll discover whether one or more of these Bell System programs can be a practical, profitable plus for your business. To help you, we'll need information. So we'll ask questions, like the ones listed below. No surprises, nothing you won't have the answer to. You'll find the discussion thoroughly enlightening and enjoyable.

Q. What is your product or service?

Q. How many accounts do you sell or service?

Q. What geographic area do they cover?

Q. How many locations does your business have?

Q. How many sales people do you have?

Q. What is your primary method of customer contact?

Q. What type of advertising/promotion do you use?

"Hey! I want to keep my head above water. Tell me how Long Distance can help me manage my business better."

Q. Do you use services other than your local lines, such as WATS?

Q. How do you test or expand market areas?

Q. On the average, how many accounts fall past due each month?

Q. How do you handle inquiries at present?

Q. Do you have plans to meet specific business objectives—such as increasing market share?

OR WRITE.

Fill in below or attach your business card and mail.

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811 Main Street, P.O. Box 1418
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- ☐ #1 800 Service
- ☐ #2 WATS Lines For Small and Medium Businesses
- ☐ #3 Remote Call Forwarding
- ☐ #4 Selling Smaller Accounts
- ☐ #5 Improving Credit Management
- ☐ #6 Handling Inquiries
- ☐ #7 Opening New Accounts

Name____________________

Title____________________

Company____________________

Address____________________

City__________ State________ Zip________

Area Code______ Business Phone____________

800-821-2121, Ext. 907

To call toll free, dial 800-821-2121, Ext. 907, anywhere in the contiguous United States. In Missouri, call 800-892-2121, Ext. 907

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TABLE II-1 Selling costs in 80 major U.S. markets

Metro Area	*Lodging (Daily)*	*Meals (Median)*	*Per Diem Total*	*Per Diem Increase 1978–79*	**Per Diem Index**	*Cost Of Two Drinks*	*Airport To Downtown*	*Per Diem Auto Rental*
Detroit, Mich.	Average $37.75 Range $25.50–$60.00	B $ 4.50 L $ 5.25 D $13.40	$60.90	16.0%	**118**	$3.30	Limo: $3.75 Taxi: $20.80 Dist.: 23 mi. Time: 40 min.	$40.50
Easton, Pa.	**See Allentown-Bethlehem-Easton, Pa.**							
Everett, Wash.	**See Seattle-Everett, Wash.**							
Fargo-Moorhead, N.D.-Minn.	Average $21.25 Range $8.00–$34.00	B $ 2.85 L $ 4.20 D $10.15	38.45	5.6	**74**	4.00	Limo: $4.00 Taxi: $4.35 Dist.: 3 mi. Time: 30 min.	32.65
Fitchburg, Mass.	**See Worcester-Fitchburg-Leominster, Mass.**							
Flint, Mich.	Average $27.75 Range $20.00–$42.50	B $ 3.20 L $ 4.60 D $12.45	48.00	12.7	**92**	3.50	Limo: $3.50 Taxi: $6.50 Dist.: 5 mi. Time: 15 min.	39.90
Fort Worth, Texas	Average $28.75 Range $17.00–$50.00	B $ 4.15 L $ 5.35 D $11.40	49.65	12.7	**96**	3.50	Limo: $4.00 Taxi: $16.90 Dist.: 17 mi. Time: 60 min.	36.05
Gastonia, N.C.	**See Charlotte-Gastonia, N.C.**							
Grand Rapids, Mich.	Average $25.50 Range $13.00–$42.00	B $ 3.50 L $ 4.80 D $10.05	43.85	11.0	**85**	3.20	Limo: None Taxi: $11.25* Dist.: 12 mi. Time: 30 min.	38.70
Greensboro-Winston Salem-High Point, N.C.	Average $25.00 Range $11.00–$55.00	B $ 3.65 L $ 3.75 D $11.40	43.80	8.4	**85**	4.50	Limo: $7.00 Taxi: $9.00* Dist.: 10 mi. Time: 30 min.	39.50
Greenville-Spartanburg, S.C.	Average $21.25 Range $12.00–$30.00	B $ 3.20 L $ 4.30 D $11.80	40.55	13.1	**78**	4.50	Limo: $5.00 Taxi: $12.90 Dist.: 15 mi. Time: 30 min.	39.35
Harrisburg, Pa.	Average $29.50 Range $20.00–$38.00	B $ 3.25 L $ 4.20 D $10.70	47.65	12.5	**92**	3.00	Limo: $2.50 Taxi: $9.95 Dist.: 9 mi. Time: 30 min.	40.25
Hartford-New Britain-Bristol, Conn.	Average $33.75 Range $20.00–$50.00	B $ 3.20 L $ 5.45 D $12.55	54.95	10.8	**106**	3.60	Limo: $2.35 Taxi: $12.40* Dist.: 14 mi. Time: 35 min.	43.20
High Point, N.C.	**See Greensboro-Winston Salem-High Point, N.C.**							
Houston, Texas	Average $39.25 Range $23.00–$59.00	B $ 4.25 L $ 5.75 D $12.95	62.20	14.5	**120**	3.30	Limo: $4.50 Taxi: $19.90* Dist.: 20 mi. Time: 45 min.	40.25

*=flat or zone rate.

DEFINITIONS—**Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal costs:** A 12.5% tip is included in each meal cost shown. In some cities, medians have slightly declined. This may be due to changes in the sample rather than changes in cost of meals. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1978 to 1979 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of the all-U.S. average (an index of 110, for example, means that the area's total cost is 10% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Taxi fares shown include a 12.5% tip, but exclude the cost of extraordinary waiting time due to traffic delays. Information is for first city in metro area title. **Auto rental:** Costs are based upon the published nondiscountable daily rate of major companies. Applicable local gas charges for 50 miles have been added.

Note: **Average** is the sum of the dollar amounts divided by the number of responses. **Median** is the dollar amount that has an equal number of responses above and below it.

Sources: Sales & Marketing Management; American Hotel Assn.: *1979 Hotel and Motel Red Book*; *Official Airline Guide*.

TABLE II-1 Selling costs in 80 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1978–79	**Per Diem Index**	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Indianapolis, Ind.	Average $28.75 Range $17.00–$42.00	B $ 3.30 L $ 4.40 D $12.85	$49.30	13.2%	**95**	$3.40	Limo: $4.00 Taxi: $4.90 Dist.: 5 mi. Time: 25 min.	$38.50
Jacksonville, Fla.	Average $27.25 Range $17.00–$52.00	B $ 3.50 L $ 4.35 D $10.95	46.05	12.0	**89**	3.50	Limo: $4.00 Taxi: $12.50 Dist.: 15 mi. Time: 30 min.	41.15
Kansas City, Mo.	Average $35.25 Range $18.00–$65.00	B $ 3.70 L $ 5.35 D $12.95	57.25	9.0	**111**	3.40	Limo: $7.00 Taxi: $19.15 Dist.: 18 mi. Time: 35 min.	38.35
Las Vegas, Nev.	Average $31.25 Range $22.00–$47.00	B $ 4.20 L $ 6.75 D $14.05	56.25	11.2	**109**	3.50	Limo: $2.50 Taxi: $6.00 Dist.: 6 mi. Time: 35 min.	41.65
Leominster, Mass.	**See Worcester-Fitchburg-Leominster, Mass.**							
Little Rock-North Little Rock, Ark.	Average $27.50 Range $16.00–$42.00	B $ 3.30 L $ 3.95 D $10.60	45.35	11.0	**88**	3.90	Limo: $3.25 Taxi: $3.40* Dist.: 4 mi. Time: 15 min.	37.40
Long Beach, Cal.	**See Los Angeles-Long Beach, Cal.**							
Los Angeles-Long Beach, Cal.	Average $41.00 Range $22.00–$74.00	B $ 3.90 L $ 7.05 D $16.30	68.25	9.3	**132**	3.60	**International** Limo: $5.60 Taxi: $18.35 Dist.: 17 mi. Time: 45 min. **Burbank** Limo: $ 1.55 Taxi: $22.40 Dist.: 21 mi. Time: 45 min.	41.65
Louisville, Ky.	Average $28.25 Range $21.00–$39.00	B $ 2.95 L $ 3.90 D $10.45	45.55	9.9	**88**	3.00	Limo: $3.50 Taxi: $5.40 Dist.: 5 mi. Time: 20 min.	38.20
Memphis, Tenn.	Average $24.25 Range $20.00–$34.00	B $ 3.50 L $ 4.15 D $11.25	43.15	13.3	**83**	3.50	Limo: $3.75 Taxi: $8.50 Dist.: 10 mi. Time: 40 min.	40.20
Meriden, Conn.	**See New Haven-Waterbury-Meriden, Conn.**							
Miami, Fla.	Average $43.00 Range $22.00–$90.00	B $ 3.65 L $ 4.55 D $13.35	64.55	10.9	**125**	3.90	Limo: $3.50 Taxi: $6.35 Dist.: 5 mi. Time: 20 min.	35.15
Milwaukee, Wis.	Average $30.50 Range $12.00–$50.00	B $ 3.45 L $ 4.60 D $12.45	51.00	13.5	**99**	3.00	Limo: $3.40 Taxi: $6.25 Dist.: 6 mi. Time: 30 min.	38.60
Minneapolis-St. Paul, Minn.	Average $34.75 Range $16.00–$55.00	B $ 3.70 L $ 5.00 D $12.65	56.10	13.8	**108**	3.60	Limo: $2.50 Taxi: $9.30 Dist.: 10 mi. Time: 25 min.	38.50
Moline, Ill.	**See Davenport-Rock Island-Moline, Iowa-Ill.**							
Moorhead, Minn.	**See Fargo-Moorhead, N.D.-Minn.**							
Nashville-Davidson, Tenn.	Average $28.50 Range $18.00–$50.00	B $ 3.65 L $ 4.50 D $12.55	49.20	11.6	**95**	3.50	Limo: $3.50 Taxi: $10.00 Dist.: 8 mi. Time: 30 min.	40.30
New Britain, Conn.	**See Hartford-New Britain-Bristol, Conn.**							

* = flat or zone rate

TABLE II-1 Selling costs in 80 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1978–79	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
New Haven-Waterbury-Meriden, Conn.	Average $26.25 Range $15.00–$35.00	B $ 4.05 L $ 5.05 D $11.20	$46.55	10.2%	**90**	$3.50	Limo: $3.60 Taxi: $6.15 Dist.: 3.5 mi. Time: 15 min.	$43.25
New Orleans, La.	Average $37.50 Range $16.50–$80.00	B $ 4.80 L $ 6.45 D $14.55	63.30	11.9	**122**	3.80	Limo: $4.00 Taxi: $15.75* Dist.: 15 mi. Time: 30 min.	40.55
New York, N.Y.	Average $54.75 Range $29.00–$103.00	B $ 5.05 L $ 9.85 D $18.00	87.65	14.0	**169**	5.50	**LaGuardia** Limo: $3.50 Taxi: $7.30 Dist.: 8 mi. Time: 60 min. **Kennedy** Limo: $ 4.00 Taxi: $12.85 Dist.: 15 mi. Time: 75 min. **Newark, N.J.** Limo: $ 2.15 Taxi: $29.55 (plus tolls) Dist.: 10 mi. Time: 60 min.	50.60
Newark, N.J.	Average $40.25 Range $29.00–$52.00	B $ 3.70 L $ 5.05 D $13.50	62.50	14.6	**121**	3.50	Limo: $1.95 Taxi: $6.75* Dist.: 3 mi. Time: 15 min.	51.00
Norfolk-Virginia Beach-Portsmouth, Va.	Average $30.25 Range $20.00–$58.00	B $ 3.10 L $ 4.55 D $12.45	50.35	11.0	**97**	3.60	Limo: $3.25 Taxi: $7.20 Dist.: 8 mi. Time: 25 min.	38.65
North Little Rock, Ark.	**See Little Rock-North Little Rock, Ark.**							
Norwalk, Conn.	**See Bridgeport-Stamford-Norwalk-Danbury, Conn.**							
Oakland, Cal.	**See San Francisco-Oakland, Cal.**							
Ogden, Utah	**See Salt Lake City-Ogden, Utah**							
Oklahoma City, Okla.	Average $28.50 Range $17.00–$42.00	B $ 3.30 L $ 4.55 D $10.05	46.40	11.0	**90**	No sale by drink permitted	Limo: $3.50 Taxi: $9.90 Dist.: 10 mi. Time: 30 min.	37.30
Omaha, Neb.	Average $26.25 Range $15.50–$40.00	B $ 2.65 L $ 3.50 D $ 9.85	42.25	11.3	**82**	2.90	Limo: $2.80 Taxi: $4.05 Dist.: 4.5 mi. Time: 20 min.	37.75
Pawtucket, R.I.	**See Providence-Warwick-Pawtucket, R.I.**							
Peoria, Ill.	Average $30.25 Range $21.00–$38.00	B $ 3.30 L $ 4.90 D $10.40	48.85	6.4	**94**	3.20	Limo: $2.00 Taxi: $5.25 Dist.: 5 mi. Time: 20 min.	40.80
Philadelphia, Pa.	Average $38.25 Range $23.50–$50.00	B $ 3.80 L $ 5.75 D $14.00	61.80	14.4	**119**	3.70	Limo: $2.80 Taxi: $7.30 Dist.: 7 mi. Time: 35 min.	43.90

* = flat or zone rate

DEFINITIONS—**Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal costs:** A 12.5% tip is included in each meal cost shown. In some cities, medians have slightly declined. This may be due to changes in the sample rather than changes in cost of meals. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1978 to 1979 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of the all-U.S. average (an index of 110, for example, means that the area's total cost is 10% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Taxi fares shown include a 12.5% tip, but exclude the cost of extraordinary waiting time due to traffic delays. Information is for first city in metro area title. **Auto rental:** Costs are based upon the published nondiscountable daily rate of major companies. Applicable local gas charges for 50 miles have been added.

Note: **Average** is the sum of the dollar amounts divided by the number of responses. **Median** is the dollar amount that has an equal number of responses above and below it.

Sources: Sales & Marketing Management; American Hotel Assn.: *1979 Hotel and Motel Red Book*; *Official Airline Guide*.

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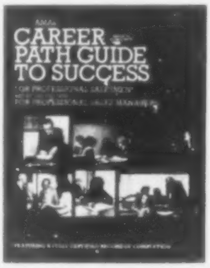

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TABLE II-1 Selling costs in 80 major U.S. markets

Metro Area	*Lodging (Daily)*	*Meals (Median)*	*Per Diem Total*	*Per Diem Increase 1978–79*	***Per Diem Index***	*Cost Of Two Drinks*	*Airport To Downtown*	*Per Diem Auto Rental*
Phoenix, Ariz.	Average $30.25 Range $15.00–$72.00	B $ 3.30 L $ 4.50 D $10.30	$48.35	11.9%	**93**	$3.00	Limo: $2.75 Taxi: $4.75 Dist.: 4 mi. Time: 20 min.	$36.45
Pittsburgh, Pa.	Average $38.00 Range $21.00–$54.00	B $ 3.90 L $ 5.40 D $13.65	60.95	14.6	**118**	3.50	Limo: $3.25 Taxi: $16.45 Dist.: 17 mi. Time: 55 min.	42.70
Portland, Ore.	Average $32.50 Range $23.50–$60.00	B $ 3.75 L $ 3.95 D $12.30	52.50	11.1	**101**	2.80	Limo: $2.75 Taxi: $13.30 Dist.: 9 mi. Time: 25 min.	41.00
Portsmouth, Va.			**See Norfolk-Virginia Beach-Portsmouth, Va.**					
Providence-Warwick-Pawtucket, R.I.	Average $30.25 Range $24.00–$50.00	B $ 3.65 L $ 5.00 D $11.75	50.65	10.6	**98**	3.00	Limo: $3.50 Taxi: $8.50 Dist.: 8.5 mi. Time: 40 min.	43.95
Reading, Pa.	Average $28.50 Range $22,00–$35.00	B $ 3.15 L $ 5.30 D $12.60	49.55	12.5	**96**	3.30	Limo: $1.00 Taxi: $5.40 Dist.: 3 mi. Time: 20 min.	40.50
Richmond, Va.	Average $26.00 Range $14.00–$45.00	B $ 3.20 L $ 3.65 D $11.55	44.40	7.1	**86**	3.70	Limo: $3.50 Taxi: $9.00 Dist.: 8 mi. Time: 20 min.	39.75
Rochester, N.Y.	Average $31.25 Range $16.00–$43.00	B $ 3.70 L $ 4.60 D $11.75	51.30	11.2	**99**	3.10	Limo: None Taxi: $4.50 Dist.: 4 mi. Time: 20 min.	47.60
Rock Island, Ill.			**See Davenport-Rock Island-Moline, Iowa-Ill.**					
Sacramento, Cal.	Average $28.00 Range $20.00–$47.00	B $ 3.80 L $ 5.65 D $10.70	48.15	11.6	**93**	2.70	Limo: $1.90 Taxi: $12.40 Dist.: 11 mi. Time: 20 min.	41.00
St. Louis, Mo.	Average $31.25 Range $20.00–$45.00	B $ 3.30 L $ 4.90 D $12.85	52.30	9.4	**101**	3.50	Limo: $3.75 Taxi: $14.40 Dist.: 15 mi. Time: 45 min.	40.00
St. Paul, Minn.			**See Minneapolis-St. Paul, Minn.**					
St. Petersburg, Fla.			**See Tampa-St. Petersburg, Fla.**					
Salt Lake City-Ogden, Utah	Average $30.00 Range $18.00–$48.00	B $ 3.75 L $ 4.75 D $11.50	50.00	11.6	**97**	No sale by drink permitted	Limo: None Taxi: $4.70 Dist.: 4 mi. Time: 30 min.	39.10
San Antonio, Texas	Average $29.00 Range $15.00–$54.00	B $ 3.95 L $ 4.45 D $11.10	48.50	14.3	**94**	3.50	Limo: $2.75 Taxi: $7.85 Dist.: 8.6 mi. Time: 45 min.	37.75

DEFINITIONS—**Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal costs:** A 12.5% tip is included in each meal cost shown. In some cities, medians have slightly declined. This may be due to changes in the sample rather than changes in cost of meals. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1978 to 1979 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of the all-U.S. average (an index of 110, for example, means that the area's total cost is 10% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Taxi fares shown include a 12.5% tip, but exclude the cost of extraordinary waiting time due to traffic delays. Information is for first city in metro area title. **Auto rental:** Costs are based upon the published nondiscountable daily rate of major companies. Applicable local gas charges for 50 miles have been added. Note: **Average** is the sum of the dollar amounts divided by the number of responses. **Median** is the dollar amount that has an equal number of responses above and below it.

Sources: Sales & Marketing Management; American Hotel Assn.: 1979 *Hotel and Motel Red Book*; *Official Airline Guide*.

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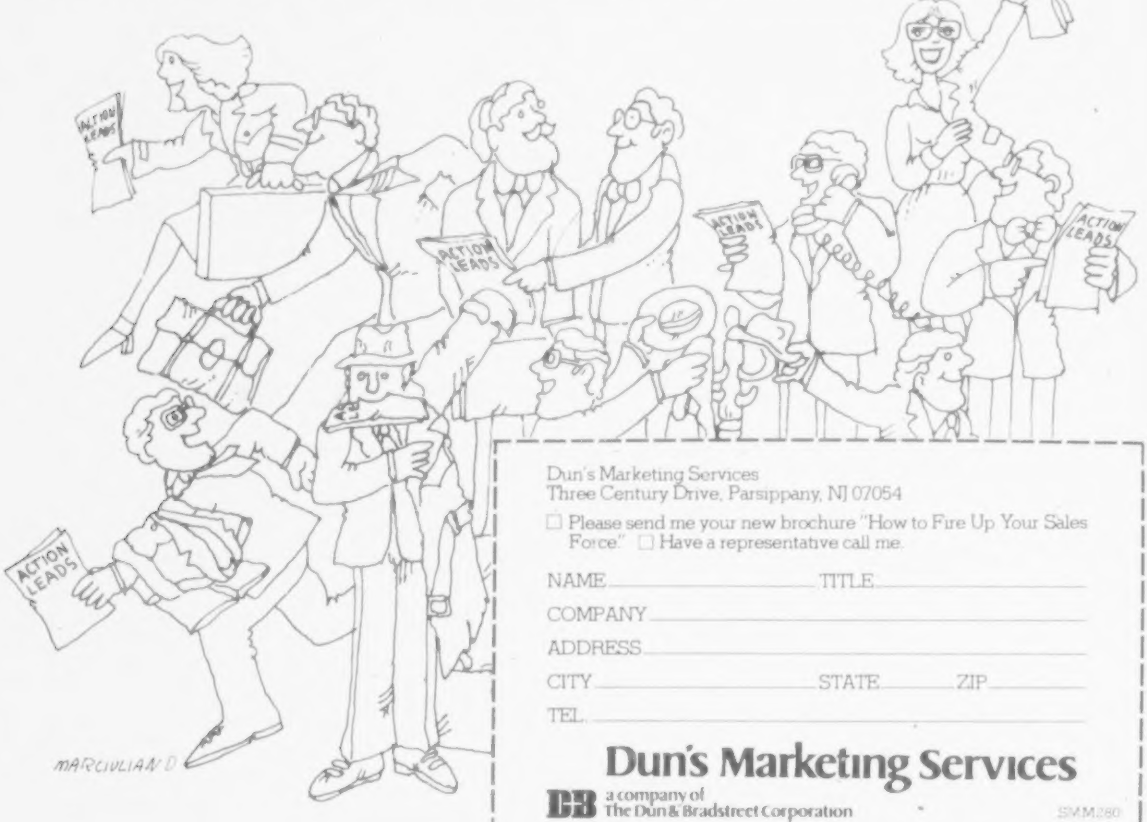

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TABLE II-1 Selling costs in 80 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1978–79	**Per Diem Index**	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
San Diego, Cal.	Average $34.25 Range $15.00–$78.00	B $ 3.45 L $ 4.25 D $11.55	$53.50	11.3%	**103**	$3.00	Limo: $3.00 Taxi: $3.25 Dist.: 3 mi. Time: 15 min.	$41.85
San Francisco-Oakland, Cal.	Average $50.75 Range $19.00–$104.00	B $ 5.05 L $ 6.30 D $15.05	77.15	9.5	**149**	4.70	**International** Limo: $1.75 Taxi: $16.20 Dist.: 15 mi. Time: 45 min. **Oakland** Limo: $ 1.90 Taxi: $21.25 Dist.: 20 mi. Time: 60 min.	40.95
San Jose, Cal.	Average $35.00 Range $18.00–$50.00	B $ 3.65 L $ 4.40 D $11.25	54.30	10.9	**105**	3.00	Limo: $3.05 Taxi: $3.60 Dist.: 3 mi. Time: 15 min.	40.80
Schenectady, N.Y.	**See Albany-Schenectady-Troy, N.Y.**							
Seattle-Everett-Wash.	Average $38.50 Range $20.00–$57.00	B $ 3.55 L $ 4.90 D $12.20	59.15	11.4	**114**	3.90	**Seattle** Limo: $3.00 Taxi: $16.90 Dist.: 14 mi. Time: 25 min. **Boeing** Limo: $ 1.50 Taxi: $ 6.75 Dist.: 5 mi. Time: 25 min.	41.35
Spartanburg, S.C.	**See Greenville-Spartanburg, S.C.**							
Stamford, Conn.	**See Bridgeport-Stamford-Norwalk-Danbury, Conn.**							
Syracuse, N.Y.	Average $26.00 Range $15.00–$35.00	B $ 3.65 L $ 4.10 D $11.50	45.25	9.0	**87**	3.20	Limo: None Taxi: $8.10 Dist.: 7 mi. Time: 20 min.	44.35

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TABLE II-1 Selling costs in 80 major U.S. markets

Metro Area	*Lodging (Daily)*	*Meals (Median)*	*Per Diem Total*	*Per Diem Increase 1978–79*	**Per Diem Index**	*Cost Of Two Drinks*	*Airport To Downtown*	*Per Diem Auto Rental*
Tampa-St. Petersburg, Fla.	Average $30.25 Range $18.50–$49.00	B $ 3.10 L $ 3.85 D $11.50	$48.70	9.1%	**94**	$3.10	Limo: $3.00 Taxi: $6.30 Dist.: 6 mi. Time: 20 min.	$35.20
Toledo, Ohio	Average $28.25 Range $20.00–$39.00	B $ 3.15 L $ 3.85 D $12.85	48.10	11.9	**93**	3.00	Limo: $6.50 Taxi: $18.40 Dist.: 17 mi. Time: 35 min.	38.40
Troy, N.Y.	**See Albany-Schenectady-Troy, N.Y.**							
Tulsa, Okla.	Average $28.25 Range $21.00–$54.00	B $ 3.65 L $ 4.45 D $10.70	47.05	10.4	**91**	No sale by drink permitted	Limo: $3.15 Taxi: $7.95 Dist.: 9 mi. Time: 25 min.	37.50
Virginia Beach, Va.	**See Norfolk-Virginia Beach-Portsmouth, Va.**							
Warren, Ohio	**See Youngstown-Warren, Ohio**							
Warwick, R.I.	**See Providence-Warwick-Pawtucket, R.I.**							
Washington, D.C.	Average $50.50 Range $29.50–$80.00	B $ 5.55 L $ 6.00 D $15.05	77.10	12.1	**149**	4.00	**National** Limo: $2.75 Taxi: $5.15 Dist.: 4 mi. Time: 25 min. **Dulles** Limo: $ 4.25 Taxi: $23.85 Dist.: 26 mi. Time: 45 min.	47.90
Waterbury, Conn.	**See New Haven-Waterbury-Meriden, Conn.**							
Wichita, Kan.	Average $26.00 Range $12.00–$36.00	B $ 2.80 L $ 4.10 D $ 9.15	42.05	6.3	**81**	No sale by drink permitted	Limo: $4.85 Taxi: $7.00 Dist.: 6 mi. Time: 20 min.	37.30
Wilmington, Del.	Average $30.50 Range $23.00–$42.00	B $ 3.95 L $ 5.55 D $11.80	51.80	12.7	**100**	3.30	Limo: $4.75 Taxi: $7.55 Dist.: 5 mi. Time: 20 min.	44.15
Winston Salem, N.C.	**See Greensboro-Winston Salem-High Point, N.C.**							
Worcester-Fitchburg-Leominster, Mass.	Average $27.75 Range $15.50–$38.00	B $ 3.65 L $ 4.45 D $12.05	47.90	10.8	**93**	3.30	Limo: $3.00 Taxi: $6.55 Dist.: 5 mi. Time: 20 min.	46.10
York, Pa.	Average $26.00 Range $18.00–$32.00	B $ 3.65 L $ 4.20 D $10.65	44.50	9.6	**86**	3.20	Limo: $5.00 Taxi: $23.30* Dist.: 29 mi. Time: 60 min.	47.10
Youngstown-Warren, Ohio	Average $24.75 Range $14.00–$34.00	B $ 3.00 L $ 3.75 D $ 9.15	40.65	5.0	**79**	3.00	Limo: $2.50 Taxi: $13.50* Dist.: 11 mi. Time: 45 min.	41.85

*=flat or zone rate

DEFINITIONS—**Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal costs:** A 12.5% tip is included in each meal cost shown. In some cities, medians have slightly declined. This may be due to changes in the sample rather than changes in cost of meals. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1978 to 1979 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of the all-U.S. average (an index of 110, for example, means that the area's total cost is 10% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Taxi fares shown include a 12.5% tip, but exclude the cost of extraordinary waiting time due to traffic delays. Information is for first city in metro area title. **Auto rental:** Costs are based upon the published nondiscountable daily rate of major companies. Applicable local gas charges for 50 miles have been added.

Note: **Average** is the sum of the dollar amounts divided by the number of responses. **Median** is the dollar amount that has an equal number of responses above and below it.

Sources: Sales & Marketing Management; American Hotel Assn.: 1979 *Hotel and Motel Red Book*; *Official Airline Guide*.

TABLE II-2 Selling costs in major Canadian markets

Metro Area	*Lodging (Daily)*	*Meals (Median)*	*Per Diem Total*	*Per Diem Increase 1978–1979*	***Per Diem Index***	*Cost Of Two Drinks*	*Airport To Downtown*	*er Diem Auto Rental*
Calgary, Alberta	Average $40.50 Range $20.00–$56.00	B $ 4.45 L $ 6.65 D $13.20	$64.80	7.1%	**100**	$4.50	Limo: $5.15 Taxi: $6.50 Dist.: 6 mi. Time: 30 min.	$29.40
Montreal, Quebec	Average $44.25 Range $29.00–$75.00	B $ 4.40 L $ 6.20 D $14.90	69.75	7.1	**108**	6.00	Limo: $4.30 Taxi: $16.10 Dist.: 14 mi. Time: 25 min.	32.10
Ottawa, Ontario	Average $39.50 Range $28.00–$51.00	B $ 4.00 L $ 5.20 D $12.45	61.25	7.8	**95**	4.20	Limo: $3.15 Taxi: $11.10 Dist.: 11 mi. Time: 25–50 min.	30.00
Toronto, Ontario	Average $40.25 Range $21.00–$68.00	B $ 4.45 L $ 6.65 D $14.50	65.85	7.1	**102**	4.60	Limo: $4.30 Taxi: $16.30* Dist.: 18 mi. Time: 30 min.	32.90
Vancouver, British Columbia	Average $42.25 Range $22.50–$68.00	B $ 5.25 L $ 5.55 D $14.00	67.60	7.4	**104**	5.20	Limo: $3.45 Taxi: $12.30 Dist.: 11 mi. Time: 60 min.	28.80
Winnipeg, Manitoba	Average $35.00 Range $22.00–$52.00	B $ 4.20 L $ 6.35 D $14.00	59.55	8.1	**92**	4.00	Limo: $2.90 Taxi: $4.55 Dist.: 4 mi. Time: 15 min.	30.70

* - flat or zone rate.

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TABLE II-3

Meal & lodging tax rates by metropolitan market

*U.S. Metro Area**	*Lodging Tax*	*Meal Tax*
Akron	7.0%	4.0%
Albany-Schenectady-Troy	7.0	7.0
Albuquerque	7.25	4.0
Allentown-Bethlehem-Easton	6.0	6.0
Atlanta	7.0	4.0
Baltimore	8.0	5.0
Billings	—	—
Birmingham	6.0	6.0
Boise	5.0	3.0
Boston	5.7	5.0
Bridgeport-Stamford-Norwalk-Danbury	7.0	7.0
Buffalo	9.0	7.0
Canton	4.0	4.0
Charleston	4.0	4.0
Charlotte-Gastonia	4.0	4.0
Chicago	8.1	5.0
Cincinnati	7.5	4.5
Cleveland	8.5	5.5
Columbus	7.0	4.0
Dallas	7.0	5.0
Davenport-Rock Island-Moline	3.0	3.0
Dayton	7.5	4.5
Denver-Boulder	7.5	6.5
Des Moines	8.0	3.0
Detroit	4.0	4.0
Fargo-Moorhead	4.0	3.0
Flint	7.0	4.0
Ft. Worth	6.0	5.0
Grand Rapids	7.0	4.0
Greensboro-Winston-Salem-High Point	4.0	4.0
Greenville-Spartanburg	4.0	4.0
Harrisburg	6.0	6.0
Hartford-New Britain-Bristol	7.0	7.0
Houston	7.0	6.0
Indianapolis	9.0	4.0
Jacksonville	4.0	4.0
Kansas City	7.625	5.125
Las Vegas	6.0	3.5
Little Rock-North Little Rock	5.0	5.0
Los Angeles-Long Beach	6.0	6.0
Louisville	8.0	5.0
Memphis	11.0	6.0
Miami	6.0	4.0
Milwaukee	9.0	4.0
Minneapolis-St. Paul	7.0	4.0
Nashville-Davidson	9.0	6.0
New Haven-West Haven-Waterbury-Meriden	7.0	7.0
New Orleans	8.0%	6.0%
New York	8.0 (plus $1 surcharge)	8.0
Newark	5.0	5.0
Norfolk-Virginia Beach-Portsmouth	7.0	7.0
Oklahoma City	6.0	4.0
Omaha	4.5	4.5
Peoria	8.0	7.0
Philadelphia	6.0	6.0
Phoenix	5.0	5.0
Pittsburgh	7.0	6.0
Portland	5.0	—
Providence-Warwick-Pawtucket	5.0	6.0
Reading	6.0	6.0
Richmond	6.0	5.0
Rochester	9.0	7.0
Sacramento	10.0	6.0
St. Louis	7.625	5.625
Salt Lake City-Ogden	8.0	5.0
San Antonio	7.0	5.5
San Diego	8.0	6.0
San Francisco-Oakland	8.0	6.5
San Jose	6.0	6.5
Seattle-Everett	5.4	5.4
Syracuse	9.0	7.0
Tampa-St. Petersburg	4.0	4.0
Toledo	7.5	4.5
Tulsa	7.0	4.0
Washington, D.C.	8.0	8.0
Wichita	5.0	3.0
Wilmington	6.0	—
Worcester-Fitchburg-Leominster	5.7	5.0
York	6.0	6.0
Youngstown-Warren	7.0	4.0

Source: Sales & Marketing Management survey

Canadian Metro Area	*Lodging Tax*	*Meal Tax*
Calgary	—	—
Montreal	—	10.0%
Ottawa	—	10.0
Toronto	—	10.0
Vancouver	5.0%	—
Winnipeg	5.0	5.0

Source: Sales & Marketing Management survey

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*Tax rates are for the first city in a multiple-name metro area.

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COMPENSATION

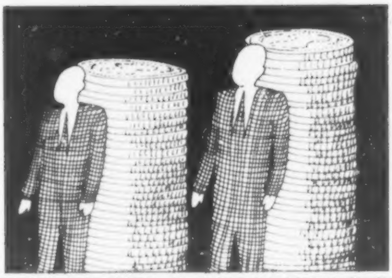

TABLE	TITLE
III-1	**Sales force selling expenses as a percentage of company sales**
III-2	Total selling expenses as a percentage of sales in major industries
III-3	Salespeople's annual compensation
III-4	Compensation for three types of salespeople by industry
III-5	**How salespeople's total compensation is growing**
III-6	How compensation for sales-support personnel is growing
III-7	Manufacturers' representatives' commissions
III-8	Alternative sales compensation and incentive plans
III-9	Daily expenses of field salespeople
III-10	Starting salaries of trainees with college degrees
III-11	Starting salaries of college graduates to be hired

A helpful subject-matter index to all statistical information appears on page 101.

TABLE III-1

Sales force selling expenses as a percentage of company sales

Industry	*Compensation*		*T&E Expenses*		*Total*	
	1979	*1978*	*1979*	*1978*	**1979**	*1978*
Consumer goods						
Apparel	3.3%	5.2%	N.A.	0.7%	**3.3%**	5.9%
Durable goods	1.1	1.9	0.8%	0.8	**1.9**	2.7
Ethical pharmaceuticals, surgical supplies & equipment	3.6	5.6	1.0	2.9	**4.6**	8.5
Food	1.7	1.7	0.8	0.7	**2.5**	2.4
Major household items	2.2	2.4	0.4	0.7	**2.6**	3.1
Proprietary drugs & toiletries	1.8	2.0	0.5	0.7	**2.3**	2.7
Industrial goods						
Aerospace products	N.A.	1.5	N.A.	1.1	**N.A.**	2.6
Automotive parts & accessories	2.5	3.0	0.9	1.6	**3.4**	4.6
Building materials	1.2	1.2	0.5	0.6	**1.7**	1.8
Chemicals	2.1	1.9	0.9	1.3	**3.0**	3.2
Computers	4.8	4.4	1.0	1.6	**5.8**	6.0
Containers & packaging materials	1.8	1.2	1.1	0.6	**2.9**	1.8
Electrical materials	2.2	3.1	0.9	0.7	**3.1**	3.8
Electronics	1.7	2.6	0.8	1.2	**2.5**	3.8
Fabricated metals (heavy)	1.6	1.4	0.5	0.5	**2.1**	1.9
Fabricated metals (light)	1.8	2.3	0.6	1.2	**2.4**	3.5
Fabrics	1.3	1.5	0.2	0.7	**1.5**	2.2
Instruments	2.0	3.9	1.2	1.5	**3.2**	5.4
Iron & steel	0.8	0.7	0.1	0.3	**0.9**	1.0
Machinery (heavy)	1.9	2.1	0.7	0.9	**2.6**	3.0
Machinery (light)	2.1	3.7	1.0	1.4	**3.1**	5.1
Office & educational supplies & equipment	11.0	7.5	1.0	1.1	**12.0**	8.6
Paper	1.1	1.5	0.6	0.8	**1.7**	2.3
Printing & publishing	6.1	6.9	1.8	2.5	**7.9**	9.4
Rubber, plastics & leather	1.0	1.4	N.A.	0.6	**1.0**	2.0
Tools & hardware	2.3	1.7	0.9	0.8	**3.2**	2.5

Note: Includes only salespeople's total compensation plus their expenses, that is, travel, lodging, meals, and entertainment. It should be noted that some of the differences between years reflect changes in the organizations that reported data. Because of insufficient data, the following industries are not included in this year's listing: automobile & truck, glass & allied products, and petroleum.
Percentages in this table are percentages of sales by the sales force.
N.A.—Not available, sample too small.
Source: American Management Assns., *Executive Compensation Service*.

TABLE III-2

Total selling expenses as a percentage of sales in major industries

Industry	**1979**	*1978*
Consumer goods		
Apparel	**11.2%**	9.4%
Durable goods	**5.1**	5.3
Ethical pharmaceuticals, surgical supplies & equipment	**13.5**	10.5
Food	**5.4**	5.2
Major household items	**2.8**	4.9
Proprietary drugs and toiletries	**16.1**	16.0
Industrial goods		
Aerospace products	**N.A.**	4.1
Automotive parts & accessories	**4.0**	4.1
Building materials	**2.8**	2.3
Chemicals	**4.2**	4.4
Computers	**19.4**	9.5
Containers & packaging materials	**2.7**	2.6
Electrical materials	**5.6%**	4.8%
Electronics	**4.4**	5.7
Fabrics	**4.0**	1.1
Fabricated metals (heavy)	**3.4**	2.7
Fabricated metals (light)	**4.0**	4.2
Instruments	**7.3**	5.5
Iron & steel	**1.4**	1.2
Machinery (heavy)	**4.3**	3.8
Machinery (light)	**5.5**	6.8
Office supplies & equipment	**10.0**	15.2
Paper	**2.1**	1.7
Petroleum	**N.A.**	6.3
Printing & publishing	**10.4**	9.5
Rubber, plastics & leather	**1.7**	2.9
Tools & hardware	**5.6**	9.1

Note: **Selling expenses** cover cost of median compensation of salespeople and sales management, travel, lodging, meals and entertainment, advertising, and promotion. One of the major difficulties encountered in gathering such information is that wide differences exist between companies in the definition of selling expenses and the costs included in such figures. In addition, some of the differences between years reflect changes in the organizations that reported data. Because of insufficient data, the following industries are not included in this year's listing: automobile & truck, glass & allied products, and petroleum.
N.A.—Not available, sample too small.
Source: American Management Assns., *Executive Compensation Service*.

TABLE III-3

Salespeople's annual compensation

Salesperson Level	Consumer Products 1979	Consumer Products 1978	Consumer Products % Change	Industrial Products 1979	Industrial Products 1978	Industrial Products % Change
Sales trainee						
Straight salary	**$12,900**	$10,925	+18.1%	**$13,650**	$12,950	+ 5.4%
Salary plus incentive						
Salary	**12,167**	12,450	− 2.3	**12,440**	14,000	− 11.1
Incentive	**1,200**	1,300	− 7.7	**3,780**	1,867	+102.5
Total	**13,200**	14,300	− 7.7	**15,700**	15,400	+ 1.9
A&B salespeople						
Straight salary	**15,300**	15,400	− 0.6	**19,925**	18,781	+ 6.1
Salary plus incentive						
Salary	**16,117**	14,950	+ 7.8	**17,474**	16,389	+ 6.6
Incentive	**3,383**	3,583	− 5.6	**5,148**	3,810	+ 35.1
Total	**19,767**	19,233	+ 2.8	**23,079**	20,700	+ 11.5
Senior salespeople						
Straight salary	**26,750**	18,900	+41.5	**25,536**	23,827	+ 7.2
Salary plus incentive						
Salary	**19,950**	19,217	+ 3.8	**21,871**	20,710	+ 5.6
Incentive	**4,383**	5,617	−22.0	**5,347**	5,079	+ 5.3
Total	**24,950**	26,433	− 5.6	**26,112**	26,284	− 0.7
Sales supervisor						
Straight salary	**29,900**	23,775	+25.8	**28,979**	28,193	+ 2.8
Salary plus incentive						
Salary	**27,450**	23,140	18.6	**25,316**	24,065	+ 5.2
Incentive	**4,533**	4,825	− 6.1	**7,426**	6,506	+ 14.1
Total	**32,217**	29,180	+10.4	**32,953**	31,823	+ 3.6

Note: Some differences between years reflect changes in the organizations that reported data. It should also be noted that in the "salary plus incentive" category, the "total" compensation will not equal the sum of the "salary" and "incentive" components because not all respondents provided information for each of the components, as is the case with industrial-products senior salespeople. The AMA attributes the apparent decrease in compensation of consumer-goods sales trainees paid on a salary-plus-incentive basis to an increased number of respondents and corresponding changes in industry categories. The 102.5% increase in industrial-goods sales trainee incentive payments is attributed to the increased number of industries in 1979 that were not included in 1978 because of insufficient data.
Source: American Management Assns., *Executive Compensation Service*

TABLE III-4

Compensation for three types of salespeople by industry

Industry	Experienced Salesperson 1979	% Change 1977–79	Semi-Exp'd. Salesperson 1979	% Change 1977–79	Sales Trainee 1979	% Change 1977–79
Consumer goods						
Drugs/medicines	$25,500	+27.5%	$12,900	−19.4%	$15,800	+29.5%
Food	23,900	+23.2	18,500	+23.3	13,500	+ 3.8
Housewares	26,000	+12.6	19,200	+ 9.7	13,000	+21.5
Industrial goods						
Chemicals	24,000	+ 6.7	19,600	+ 4.3	16,000	+33.3
Elect. equip./ supplies	27,000	+14.9	18,700	− 4.1	15,000	N.C.
Electronics	26,500	+12.8	18,800	− 6.0	14,500	+25.0
Fabricated metals	24,700	+ 5.6	21,500	+13.2	16,500	+12.2
General machinery	25,000	+10.6	21,400	+14.4	15,000	− 4.5
Office mach./ equip.	21,500	−13.7	20,600	N.A.	13,000	N.C.
Tools/hardware	28,400	+55.2	20,000	N.A.	14,000	+20.7

Note: Data are medians of the middle-half range of the average compensation for all salespeople reported by respondents.
N.A.—Not available because of lack of 1977 data.
N.C.—No change.
Sources: S&MM calculations; Dartnell Corp., *Compensation of Salesman: 20th Biennial Survey*.
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Definitions

Field sales personnel

Sales trainee: Anyone who is learning about the company's products, services, and policies, as well as proven sales techniques, in preparation for a sales assignment.

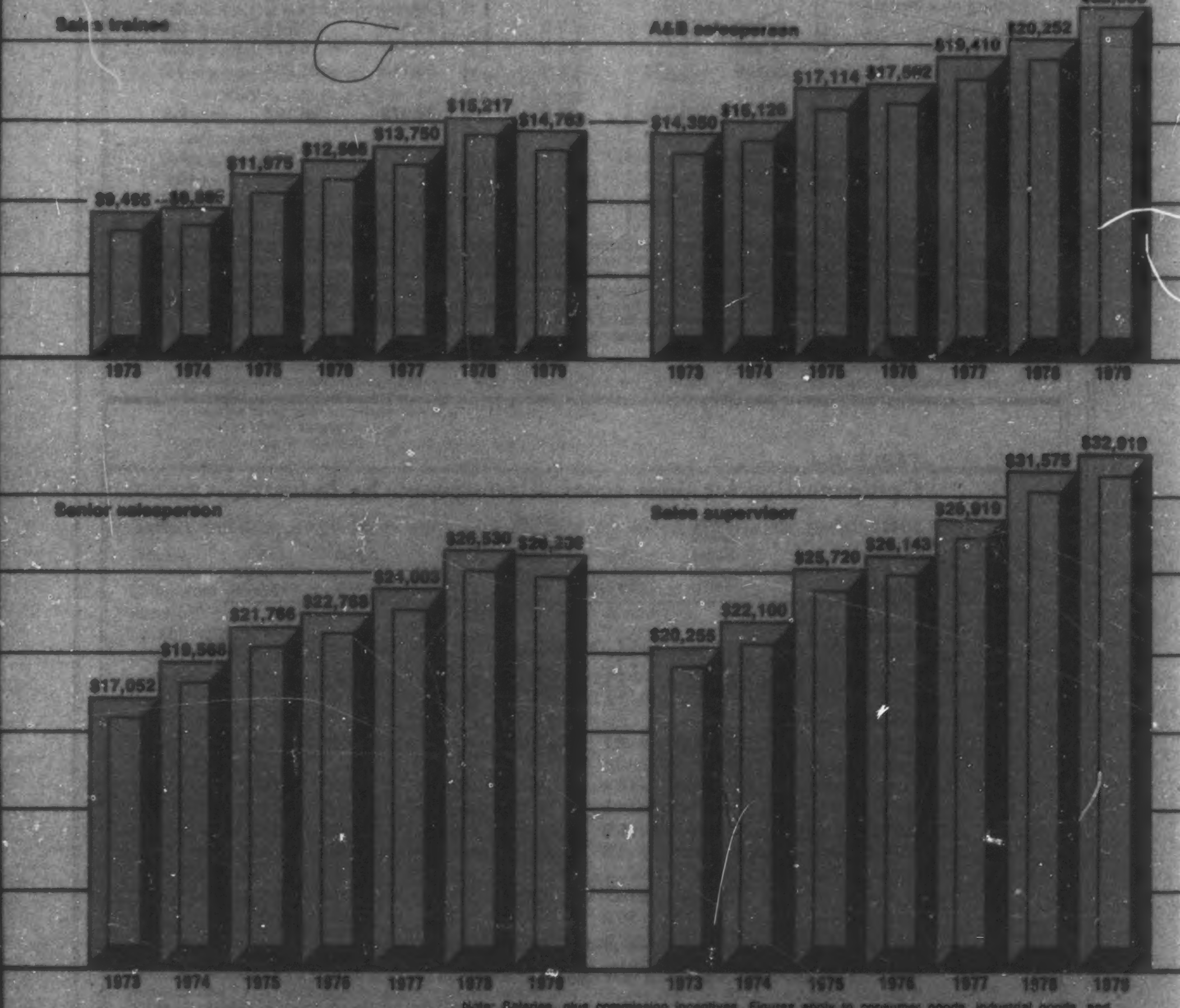
Salesperson Grade A: A "regular" salesperson who has little or no selling experience except that which has been acquired in the company's sales training program. He contacts established and prospective customers to develop interest in the company's products and to sell them.

Salesperson Grade B: A salesperson who has broad knowledge of the company's products and services and sells in a specifically assigned territory. He maintains contact with established customers and develops new prospects.

Senior salesperson: A salesperson at the highest level of selling responsibility. He is completely familiar with the company's products, services, and policies; he usually has years of experience and is assigned to major accounts and territories.

TABLE III-5

How salespeople's total compensation is growing



Note: Salaries, plus commission incentives. Figures apply to consumer goods, industrial goods, and "other," that is, insurance, services, transportation and utilities. Also, while the entire range of salaries increased over 1978, AMA says the decrease in trainee average is because of an increased sample and change in respondent base. In addition, decreased incentives contributed to the lower overall average salary for senior salespeople.

Source: American Management Assns., *Executive Compensation Service*.

Sales supervisor: A veteran salesperson who, because of his abilities and experience, leads others. Although his primary function is to direct the activities of and train salespeople and sales trainees, he may also sell to selected key accounts.

Sales-support personnel

Level I: This individual performs assigned tasks, using established procedures that require little evaluation. Generally reports to a supervisor.

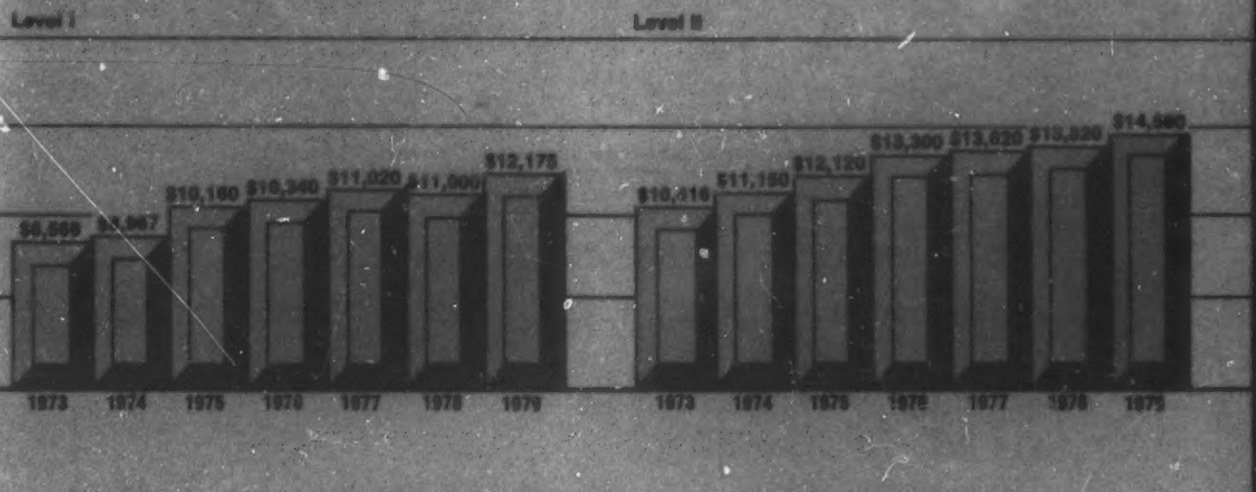
Level II: An intermediate-level worker who performs tasks involving limited responsibilities and standard procedures. Some originality and evaluation is required.

Level III: The highest nonsupervisory worker, expected to exercise considerable originality and make evaluations. On occasion, this person assists in training and supervising trainees and Level I employees.

Supervisor: This individual's primary job is to direct others in the accomplishment of assigned work. He also consults with superiors on more complex phases of assigned work.

TABLE III-6

How compensation for sales-support personnel is growing



Note: Includes sales analysts, customer service representatives, sales correspondents, sales training representatives, exhibit and display coordinators. One category (sales estimators) from previous years does not appear in the 1975, 1976, 1977, 1978, or 1979 data.
Source: American Management Assns., *Executive Compensation Service.*

TABLE III-7

Manufacturers' representatives' commissions

Industry	*Average Of Single-Percent Commissions* **1979**	*1978*	*1979 Range Of Sliding-Scale Commissions* *Low*	*High*
Consumer goods				
Durables	**6.0%**	6.0%	6.9%	8.3%
Ethical pharmaceuticals, surgical supplies & equipment	**5.5**	10.0	N.A.	N.A.
Food	**6.7**	5.3	4.0	5.0
Major household items	**7.0**	3.0	2.5	16.0
Proprietary drugs & toiletries	**6.0**	7.0	N.A.	N.A.
Industrial goods				
Automotive parts & accessories	**4.3**	9.5	N.A.	N.A.
Chemicals	**11.3**	8.3	5.5	15.0
Containers & packaging materials	**N.A.**	**7.3**	**2.0**	**5.0**
Electrical materials	**6.4**	5.8	4.3	12.9
Electronics	**15.3**	10.5	2.5	6.0
Fabricated metals (heavy)	**5.6**	6.6	N.A.	N.A.
Fabricated metals (light)	**11.0**	7.0	7.3	19.9
Fabrics	**6.5**	12.5	2.6	4.2
Instruments	**8.5**	10.0	4.0	20.0
Machinery (heavy)	**6.9**	8.6	2.1	6.5
Machinery (light)	**11.4**	13.4	7.1	14.0
Printing & publishing	**7.0**	14.1	7.8	13.8
Rubber, plastics & leather	**4.5**	4.9	5.0	10.8

Note: Two types of commission arrangements are shown here. "Single-percent commissions" pertains to reps who are paid a fixed single percent regardless of the product type or sales volume they sell; "sliding-scale commissions" refers to plans where reps are compensated on a sliding scale according to product type and sales volume. Also, some of the differences between years reflect changes in the organizations reporting data.
N.A.—Not available; sample too small.
Source: American Management Assns., *Executive Compensation Service.*

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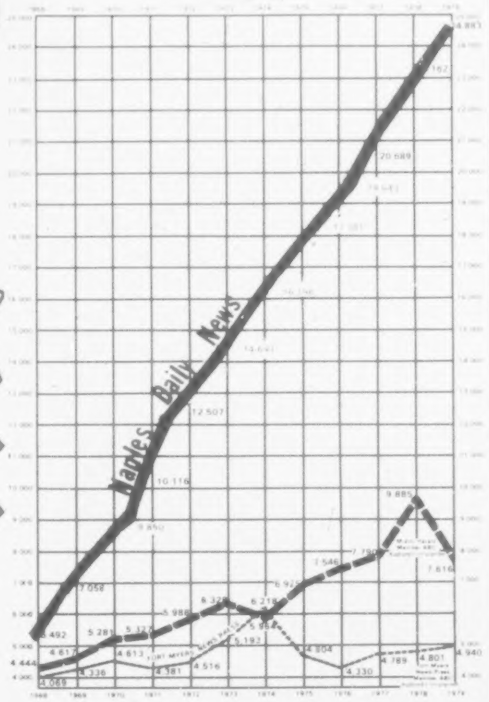

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TABLE III-8

Alternative sales compensation and incentive plans

	Percent Of Companies Using Plans				
	All Industries		Consumer Products	Industrial Products	Other Commerce/Industry
Method	***1979***	*1978*	*1979*	*1979*	*1979*
Straight salary	**21.4%**	23.7%	12.1%	21.0%	34.2%
Draw against commission	**6.3**	6.1	8.8	6.7	1.3
Salary plus commission	**27.8**	30.0	15.4	30.6	29.0
Salary plus individual bonus	**29.3**	28.3	49.4	26.3	19.7
Salary plus group bonus	**4.8**	4.0	6.6	4.6	4.0
Salary plus commission plus individual or group bonus	**10.4**	7.9	7.7	10.8	11.8
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Note: Some year-to-year differences reflect changes in the organizations reporting data.
Source: American Management Assns., *Executive Compensation Service.*

TABLE III-9

Daily expenses of field salespeople

	Percent Of Companies					
	Consumer Products		Industrial Products		Other Commerce/Industry	
*Cost Per Day Per Salesperson**	***1979***	*1978*	***1979***	*1978*	***1979***	*1978*
Under $10	—	—	**2.2%**	2.5%	**5.6%**	3.5%
$10–$19	**9.1%**	12.1%	**5.8**	5.4	**8.3**	31.0
$20–$29	**31.8**	21.2	**7.2**	10.0	**11.1**	—
$30–$39	**9.1**	9.1	**17.9**	20.4	**8.3**	10.3
$40–$49	**9.1**	21.2	**12.6**	11.5	**16.7**	3.5
$50–$59	**11.4**	13.6	**14.3**	14.3	**13.9**	17.2
$60–$69	**9.1**	7.6	**10.8**	11.5	**8.3**	13.8
$70 and over	**20.4**	15.2	**29.2**	24.4	**27.8**	20.7
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

*Includes food, lodging, travel, entertainment, and auto expenses.
Note: Some year-to-year differences reflect changes in the organizations reporting data.
Source: American Management Assns., *Executive Compensation Service.*

TABLE III-10

Starting salaries of trainees with college degrees

Bachelor's Degree

	Average Annual Salary		
Functional Area	*1979*	*1978*	*% Gain*
Marketing: Consumer goods & services	$13,044	$11,928	+ 9.4%
Marketing: Industrial goods & services	15,168	13,584	+11.7

Note: Applies to candidates with one year or less of full-time, nonmilitary employment. Data are based on offers, not acceptances.
Source: College Placement Council, *A Study of 1978–79 Beginning Offers, Final Report, July 1979*; copyright 1979.

M.B.A. Candidates

	Average Annual Salary		
Type Of Degree	*1979*	*1978*	*% Gain*
Business administration, industrial management, or commerce			
With nontechnical undergraduate degree	$19,332	$17,976	+ 7.5%
With technical undergraduate degree	20,976	19,428	+ 8.0

TABLE III-11

Starting salaries of college graduates to be hired

Field	*Class Of 1980*	*Class Of 1979**	*% Gain 1979–80*
Bachelor's Degree			
Sales-marketing	$15,936	$13,092	+21.7%
Business administration	14,100	13,464	4.7
M.B.A. Degree			
With technical B.S.	$22,632	$19,812	+14.2
With nontechnical B.A.	21,672	18,468	17.3

Note: Salaries are what companies offered, not what they actually paid.
*Actual starting salaries paid to graduates last year, Northwestern Univ. says, were $15,072 for sales-marketing graduates, $13,440 for business administration, $20,904 for M.B.A. with technical B.S., and $20,016 for M.B.A. with nontechnical B.A.
Source: Northwestern Univ. Placement Center, *The Endicott Report 1980*; copyright 1979.

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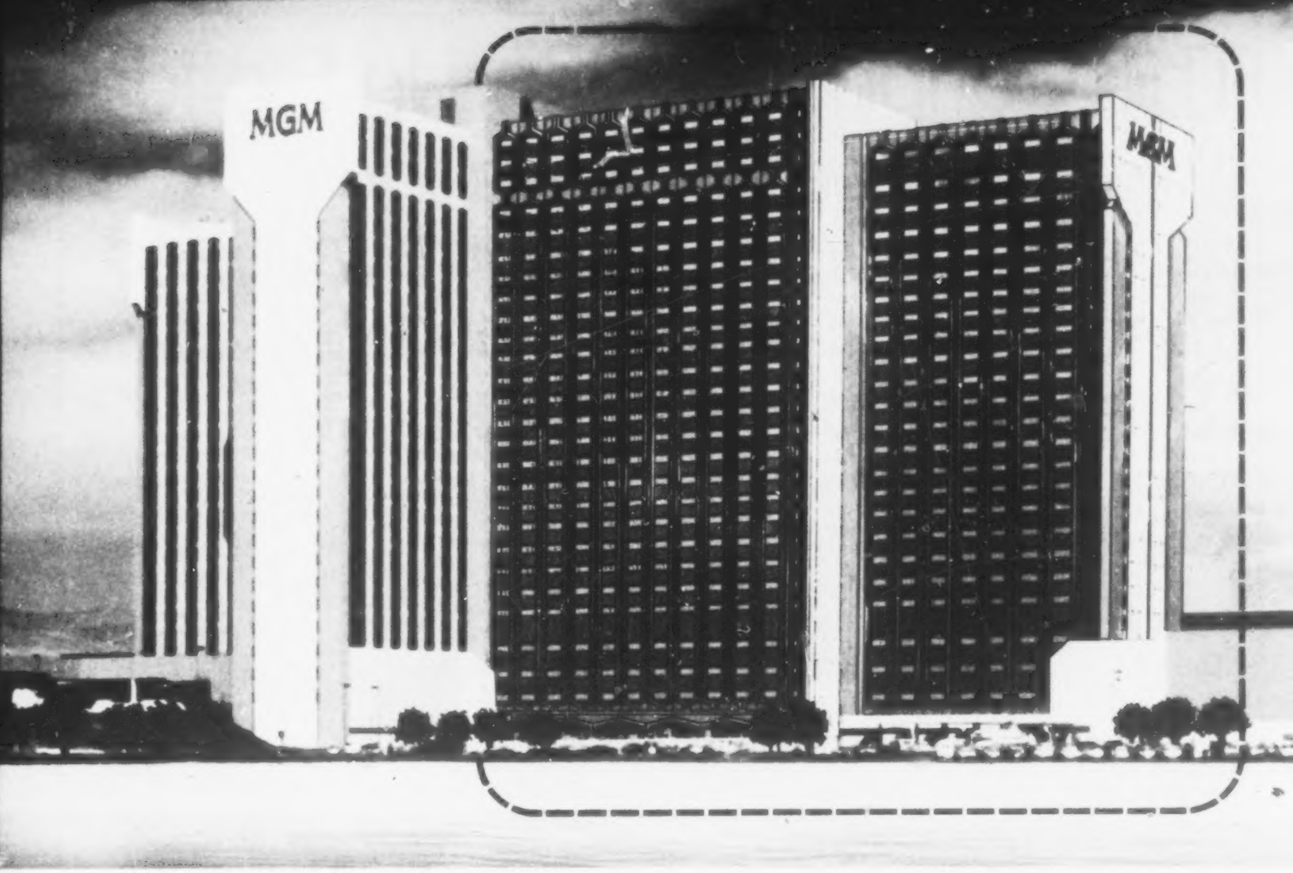

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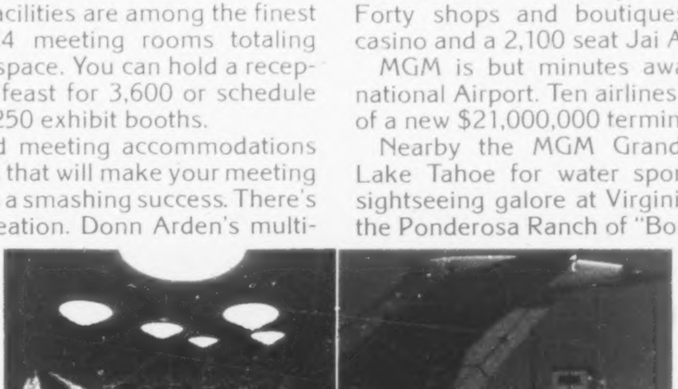

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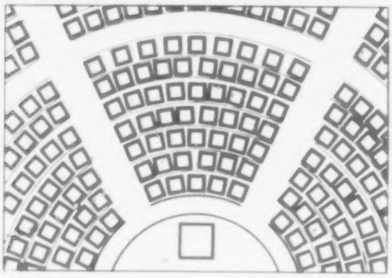

TABLE	TITLE
IV-1	**Average cost of sales training per salesperson**
IV-2	Length of training period for new salespeople
IV-3	Sites most frequently used for sales training
	Step-by-step sequence in preparing a sales meeting budget
IV-4	Sales meetings costs in major metropolitan markets
IV-5	Conference centers: Learning away from it all
IV-6	Selected resort hotels: Combining learning with luxury

6

A helpful subject-matter index to all statistical information appears on page 101.

TABLE IV-1

Average cost of sales training per salesperson

	Training Cost* Including Salary		% Increase	Median Training Period (Weeks)	
Type Of Company	*1979*	*1978*	*1978–79*	*1979*	*1978*
Industrial products	**$19,025**	$15,479	22.9%	26	24
Consumer products	**13,173**	11,338	16.2	16	16
Services**	**9,918**	8,828	12.3	9	8

*In addition to salary, covers such items as instructional materials prepared, purchased, and rented for training program; transportation and living expenses incurred during training course; instructional staff; outside seminars and courses; and management time spent with salesperson when it is a part of the training budget.

**Includes insurance, financial, utilities, transportation, retail stores, etc.

Source: Sales & Marketing Management survey.

TABLE IV-2

Length of training period for new salespeople

	Type Of Company					
	Industrial Products		Consumer Products		Services*	
Time Period	*1979*	*1978*	*1979*	*1978*	*1979*	*1978*
0 to 6 wk.	14%	16%	27%	25%	31%	36%
Over 6 wk. to 3 mo.	7	9	24	16	33	28
Over 3 mo. to 6 mo.	30	42	39	42	25	27
Over 6 mo. to 12 mo.	49	33	7	9	9	9
Over 12 mo.	0	0	3	8	2	0
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**
Median Training Period (wk.)	**26**	**24**	**16**	**16**	**9**	**8**

*Includes insurance, financial, utilities, transportation, retail stores, etc.

Source: Sales & Marketing Management survey.

TABLE IV-3

Sites most frequently used for sales training

	% Of Companies Conducting Training At This Location			Median Length Of Training Time At This Location		
Location	*Industrial Products*	*Consumer Products*	*Services**	*Industrial Products*	*Consumer Products*	*Services**
Home office	80%	78%	96%	2 wk.	2 wk.	3 wk.
Field office	74	56	83	24 wk.	12 wk.	4 wk.
Regional office	53	34	52	3 wk.	5 wk.	1 wk.
Plant locations	46	4	0	4.5 wk.	1 wk.	0
Central training facility (away from home office)	13	7	17	3 wk.	2 wk.	3 wk.
Noncompany site (hotel, restaurant, club)	7	0	23	1 wk.	0	1 wk.

*Includes insurance, financial, utilities, transportation, retail stores, etc.

Note: Length of time should not necessarily be considered cumulative because not all training programs include all locations.

Source: Sales & Marketing Management survey.

Step-by-step sequence in preparing a sales meeting budget

Hotel costs	1. City (Write In)	2. No. Of Meeting Participants	3. No. Of Times Cost Is Incurred	4. Cost Per Person	11. Total Cost Per Meeting
5. Lodging	$40.00	35	60	$43.20	$2,592
6. Meals					
B	6.35	35	70	6.35	445
L	8.15	35	70	8.15	571
D	14.85	38	38	14.85	564
7. Coffee breaks	2.25	35	105	2.25	236
8. Cocktail party	9.15	38	38	9.15	348
9. Meeting room					—
10. Hospitality-suite rental					—
12. Subtotal (hotel costs)					$4,756
Supplementary costs					
13. Audiovisual rental					—
14. Meals away from hotel					$ 289
15. Transportation from airport to meeting site					$ 165
16. Automobile rental					—
17. Transportation to and from meeting					$2,500
18. Entertainment, printed materials, handouts, etc.					$ 450
19. Subtotal (supplementary costs)					$3,404
20. Grand total					$8,160
21. Number of participants					35
22. Average cost per participant					$233.14

Using information from S&MM's *Survey of Selling Costs*, the marketer can get a more reliable fix on the costs of a particular meeting as well as compare meeting costs of various city locations. In the hypothetical example used here, a two-day divisional meeting is planned for San Diego. Of the 35 people who will attend, 25 will arrive from out of town the evening before the meeting starts.

Hotel costs

1. According to Table IV-4: Sales Meeting Costs (page 73), median group lodging rates range from $38 to $51 for a single room. For budgetary purposes, the sales manager plans to use a hotel that charges no more than $40 daily (Column 1, Line 5).
2. He enters the number of meeting participants, 35, who will attend each function in items 5 through 8.
3. The 25 people arriving the night before will need lodging for two nights, the other 10 only one night, so the number of times the lodging cost is incurred comes to 60 (Column 3, Line 5).
4. Table II-3: Meal and Lodging Tax Rates (page 55) indicates that San Diego has an 8% room tax, which brings the cost per person to $43.20.
5. Multiplying this figure by the figure in column 3 results in a total lodging cost of $2,592 (Column 11, Line 5).
6. Referring again to Table IV-4, he enters the cost of group meals in Column 1, Line 6: Breakfast, $6.35; Lunch, $8.15, and Dinner, $14.85. The two-day meeting will require two breakfasts and two lunches so the number of times those individual costs are incurred comes to 70. Multiplying that figure by each meal cost results in a total breakfast cost of $445 and a total lunch cost of $571. A reception and dinner will be held in the hotel at the end of the first day, and 3 people from top management will attend as guest speakers, bringing the number of attendees to 38. Multiplying that number by the meal cost results in a total dinner cost of $564.
7. The meeting will end early the afternoon of the second day so only three coffee breaks are planned (Column 3, Line 7).
8. Although the median rate for a 2-hour reception is $18.30 (as indicated in Table IV-4), the sales manager plans only a 1-hr. function and cuts the cost in half to $9.15 (Column 3, Line 8).
9. Because he has reserved sleeping rooms and will have sizable meal functions, the sales manager knows that the hotel will waive meeting room charges.
10. The same applies to hospitality suite rental.
11. The total cost for each function is derived by multiplying the cost of each function by the number of times the cost will be incurred (Column 11).
12. Adding the functional costs in Column 11 results in a total hotel cost of $4,756.

Supplementary costs.

13. The sales manager has no audiovisual rental cost because he does not need anything other than the overhead projector and screen normally furnished by hotels (Line 13).
14. Dinner costs will have to be allowed for the 25 attendees arriving on the night before the meeting. Table II-1: Metro Sales Costs (page 52) shows that a dinner in San Diego costs about $11.55. Multiplying this figure by 25 results in a $289 cost for meals away from hotel (Line 14).
15. The taxi fare from airport to downtown, also found in Table II-1, indicates that the total cost for this item will come to $165 (Line 15).
16. The attendees will spend all their time at the meeting, hence there will be no need for auto rentals (Line 16).
17. The traffic department tells the sales manager that air coach fares for flying the 25 out-of-towners to San Diego will aggregate $2,500 (Line 17).
18. The cost for transparencies, printed workshop materials, and the like is budgeted at $450 (Line 18).
19. Adding up the various supplementary items results in a subtotal of $3,404 (Line 19).
20. Combining hotel and supplementary costs provides a grand total of $8,160 (Line 20).
21. The number of participants is 35.
22. Dividing grand total costs by 35 results in an average cost per participant of $233.14 (Line 22). If this same procedure is followed for calculating the per-participant cost of other candidate cities, the sales manager will learn which location is a more economical choice.

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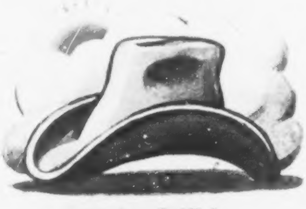

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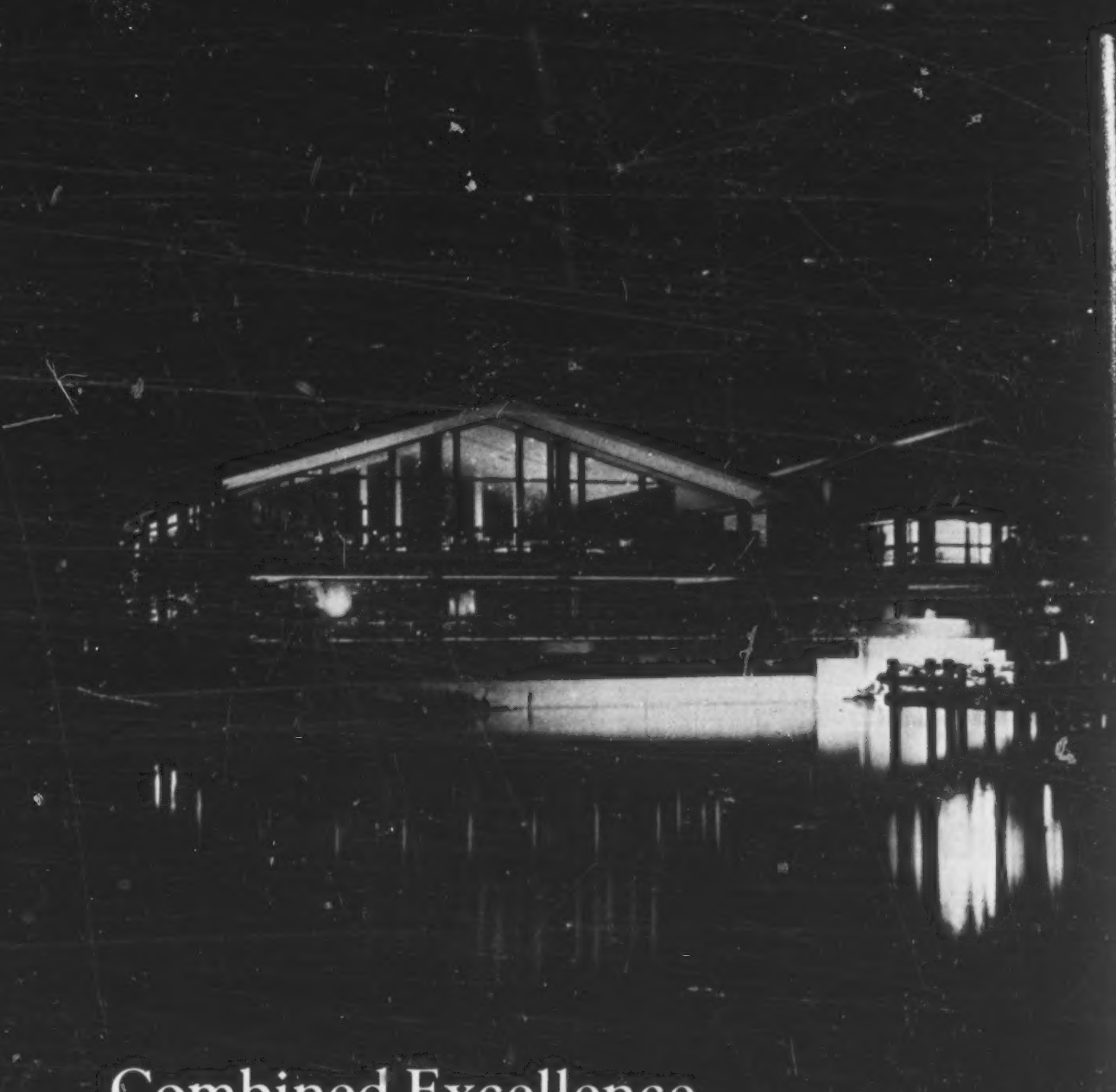

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TABLE IV-4

Sales meetings costs

	Lodging (Group Rates)		Food And Beverage (Group Rates)		Hospitality Functions		Meeting Rooms
City	Daily Room Rates Single	Daily Room Rates Double	Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Median Rental
Atlanta, Ga.	*Low:* Median $40.00 Range $32.00–$45.00 *High:* Median $53.50 Range $32.00–$62.00	*Low:* Median $51.00 Range $38.00–$57.00 *High:* Median $64.00 Range $38.00–$74.00	B— Median $5.95 Range $3.85–$8.65 L— Median $9.50 Range $5.95–$11.90 D— Median $13.70 Range $9.50–$23.80	Median $2.15 Range $1.80–$2.50	Median $150.00 Range $100.00–$175.00	Median $15.50 Range $14.20–$17.55	For 25: $ 62.50 For 50: 90.00 For 75 181.25 For 100: 200.00
Boston, Mass.	*Low:* Median $53.00 Range $30.00–$60.00 *High:* Median $58.00 Range $49.00–$70.00	*Low:* Median $64.00 Range $36.00–$70.00 *High:* Median $69.50 Range $58.00–$80.00	B— Median $6.35 Range $3.95–$10.90 L— Median $10.25 Range $7.85–$16.35 D— Median $14.75 Range $10.30–$23.90	Median $2.15 Range $1.80–$2.65	Median $150.00 Range $100.00–$350.00	Median $17.30 Range $15.35–$18.45	For 25: $100.00 For 50: 150.00 For 75: 162.50 For 100: 250.00
Chicago, Ill.	*Low:* Median $48.00 Range $33.00–$57.00 *High:* Median $59.50 Range $46.00–$67.00	*Low:* Median $58.00 Range $46.00–$69.00 *High:* Median $69.50 Range $58.00–$90.00	B— Median $6.50 Range $3.60–$8.50 L— Median $10.70 Range $7.30–$14.00 D— Median $16.35 Range $10.70–$22.25	Median $2.50 Range $2.15–$2.70	Median $125.00 Range $50.00–$450.00	Median $13.75 Range $11.55–$17.40	For 25: $ 65.00 For 50: 96.25 For 75: 137.50 For 100: 137.50
Cleveland, Ohio	*Low:* Median $35.00 Range $26.00–$42.00 *High:* Median $38.00 Range $29.00–$57.00	*Low:* Median $43.50 Range $31.00–$52.00 *High:* Median $47.50 Range $34.00–$75.00	B— Median $5.80 Range $2.75–$10.40 L— Median $8.25 Range $5.75–$16.35 D— Median $10.50 Range $8.50–$29.25	Median $1.95 Range $1.50–$2.70	Median $95.00 Range $45.00–$275.00	Median $15.00 Range $10.35–$19.15	For 25: $ 37.50 For 50: 50.00 For 75: 93.75 For 100: 162.50
Dallas, Texas	*Low:* Median $40.00 Range $34.00–$55.00 *High:* Median $46.50 Range $38.00–$85.00	*Low:* Median $51.50 Range $40.00–$70.00 *High:* Median $59.00 Range $44.00–$100.00	B— Median $7.05 Range $5.40–$12.00 L— Median $9.45 Range $6.00–$12.00 D— Median $15.55 Range $7.80–$28.80	Median $2.35 Range $1.90–$3.40	Median $150.00 Range $50.00–$250.00	Median $19.60 Range $13.80–$21.90	For 25: $ 67.50 For 50: 82.50 For 75: 120.00 For 100: 132.50

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms. **Food and beverage:** Tax and tips included in median costs. **B**—Breakfast typically includes fruit or juice, entrée, rolls/toast/sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon. **Hospitality functions:** Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres. **Meeting rooms:** There is generally no meeting room charge if a specific number of sleeping rooms are required or if a group meal is included with the meeting.

Source: Sales & Marketing Management survey.

TABLE IV-4

Sales meetings costs

	Lodging (Group Rates)		Food And Beverage (Group Rates)		Hospitality Functions		Meeting Rooms
	Daily Room Rates						
City	Single	Double	Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Median Rental
Detroit, Mich.	*Low:* Median $41.50 Range $30.00–$55.00 *High:* Median $46.50 Range $30.00–$55.00	*Low:* Median $49.00 Range $40.00–$65.00 *High:* Median $54.00 Range $40.00–$65.00	B—Median $6.10 Range $5.10–$10.70 L—Median $9.45 Range $6.60–$15.45 D—Median $12.50 Range $8.65–$21.40	Median $2.40 Range $2.35–$2.70	Median $115.00 Range $60.00–$250.00	Median $13.10 Range $8.35–$16.95	For 25: $ 50.00 For 50: 75.00 For 75: 87.50 For 100: 150.00
Houston, Texas	*Low:* Median $40.00 Range $36.00–$60.00 *High:* Median $47.00 Range $42.00–$70.00	*Low:* Median $49.00 Range $44.00–$75.00 *High:* Median $54.00 Range $50.00–$85.00	B—Median $6.80 Range $5.80–$11.80 L—Median $9.80 Range $7.85–$14.50 D—Median $13.00 Range $9.15–$24.40	Median $2.55 Range $2.30–$3.65	Median $187.50 Range $95.00–$250.00	Median $19.00 Range $15.25–$21.20	For 25: $ 62.50 For 50: 100.00 For 75: 150.00 For 100: 200.00
Indianapolis, Ind.	*Low:* Median $26.50 Range $16.00–$42.00 *High:* Median $30.50 Range $28.00–$50.00	*Low:* Median $31.50 Range $20.00–$48.00 *High:* Median $40.00 Range $35.00–$52.00	B—Median $5.95 Range $3.50–$7.75 L—Median $6.80 Range $5.00–$11.90 D—Median $11.30 Range $7.15–$19.65	Median $1.95 Range $1.50–$2.70	Median $65.00 Range $35.00–$150.00	Median $12.05 Range $10.85–$16.10	For 25: $ 40.00 For 50: 75.00 For 75: 125.00 For 100: 150.00
Los Angeles, Cal.	*Low:* Median $45.00 Range $32.00–$62.00 *High:* Median $56.00 Range $36.00–$74.00	*Low:* Median $54.00 Range $37.00–$77.00 *High:* Median $65.00 Range $41.00–$89.00	B—Median $6.95 Range $4.80–$9.40 L—Median $10.00 Range $6.35–$16.35 D—Median $14.20 Range $8.15–$33.90	Median $2.20 Range $1.80–$3.05	Median $117.50 Range $65.00–$400.00	Median $15.50 Range $12.70–$45.40	For 25: $ 55.00 For 50: 100.00 For 75: 150.00 For 100: 200.00
Miami, Fla.	IN SEASON		YEAR-ROUND		YEAR-ROUND		YEAR-ROUND
	Low: Median $73.00 Range $45.00–$100.00 *High:* Median $87.50 Range $52.00–$110.00	*Low:* Median $75.00 Range $55.00–$105.00 *High:* Median $92.50 Range $62.00–$110.00	B—Median $6.75 Range $5.45–$9.90 L—Median $9.70 Range $6.25–$12.70 D—Median $16.65 Range $9.10–$28.45	Median $2.40 Range $1.95–$3.00	Median $144.00 Range $60.00–$210.00	Median $16.45 Range $10.20–$32.05	For 25: $ 50.00 For 50: 73.75 For 75: 125.00 For 100: 150.00
	OFF SEASON						
	Single *Low:* Median $45.00 Range $35.00–$60.00 *High:* Median $51.00 Range $35.00–$68.00	Double *Low:* Median $50.00 Range $45.00–$60.00 *High:* Median $58.00 Range $45.00–$70.00					

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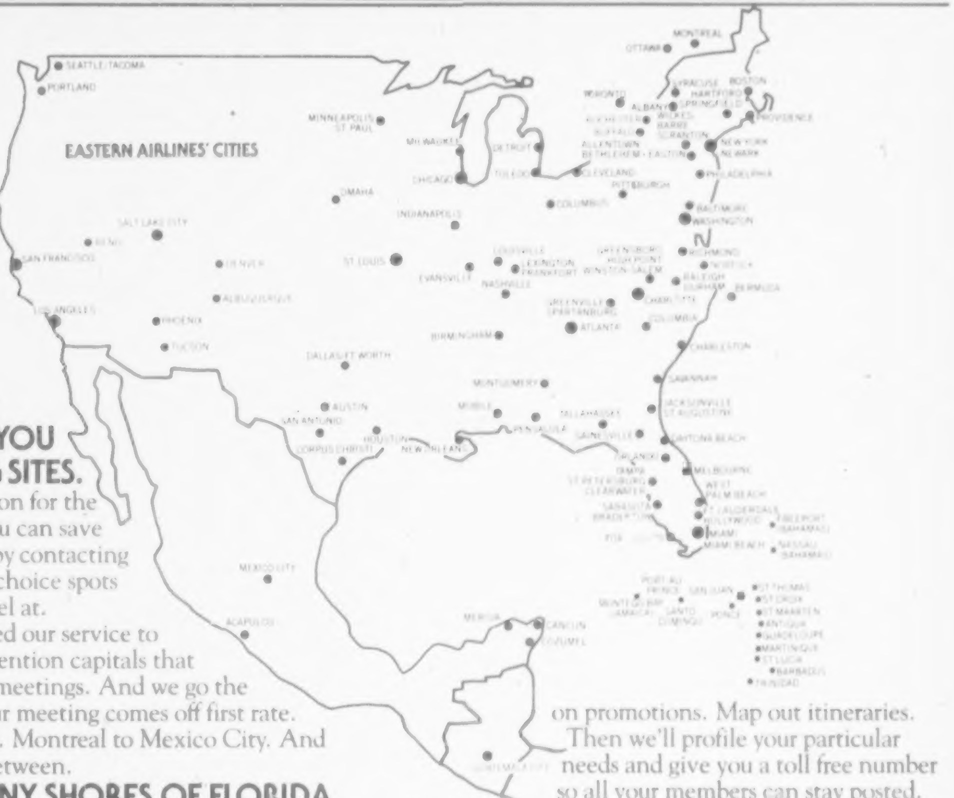
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TABLE IV-4

Sales meetings costs

	Lodging (Group Rates)		*Food And Beverage (Group Rates)*		*Hospitality Functions*		*Meeting Rooms*
	Daily Room Rates						
City	*Single*	*Double*	*Meals (Per Person)*	*Coffee Break With Rolls (Per Person)*	*Hospitality Suite Rental*	*2-Hr. Reception With Hors d'Oeuvres (Per Person)*	*Median Rental*
Milwaukee, Wis.	*Low:* Median $36.75 Range $28.50–$44.00 *High:* Median $41.00 Range $28.50–$49.50	*Low:* Median $47.75 Range $32.00–$56.50 *High:* Median $51.00 Range $32.00–$61.50	B—Median $5.20 Range $3.50–$6.55 L—Median $7.45 Range $5.05–$10.40 D—Median $11.90 Range $6.55–$15.50	Median $2.15 Range $1.45–$3.00	Median $112.00 Range $40.00–$250.00	Median $15.70 Range $12.50–$17.85	For 25: $ 45.00 For 50: 82.75 For 75: 200.00 For 100: 225.00
Minneapolis, Minn.	*Low:* Median $37.00 Range $17.50–$47.00 *High:* Median $40.00 Range $36.00–$62.00	*Low:* Median $43.00 Range $25.00–$55.00 *High:* Median $54.00 Range $38.00–$70.00	B—Median $5.05 Range $2.45–$10.40 —Median $7.45 Range $4.70–$11.30 D—Median $11.15 Range $7.45–$22.00	Median $2.10 Range $1.65–$2.40	Median $100.00 Range $46.00–$355.00	Median $13.40 Range $10.20–$26.80	For 25: $ 50.00 For 50: 55.00 For 75: 95.00 For 100: 150.00
New Orleans, La.	*Low:* Median $40.00 Range $37.00–$55.00 *High:* Median $48.00 Range $40.00–$80.00	*Low:* Median $47.50 Range $44.00–$75.00 *High:* Median $52.00 Range $47.00–$100.00	B—Median $6.10 Range $3.15–$9.70 L—Median $10.00 Range $6.95–$14.50 D—Median $16.30 Range $8.75–$26.60	Median $2.20 Range $1.80–$2.70	Median $105.00 Range $75.00–$500.00	Median $14.50 Range $11.60–$27.25	For 25: $ 55.00 For 50: 100.00 For 75: 100.00 For 100: 125.00
New York, N.Y.	*Low:* Median $59.00 Range $53.00–$62.00 *High:* Median $66.50 Range $53.00–$84.00	*Low:* Median $61.00 Range $59.00–$72.00 *High:* Median $72.00 Range $61.00–$93.00	B—Median $7.85 Range $6.25–$10.65 L—Median $13.75 Range $12.50–$17.50 D—Median $22.50 Range $12.50–$28.15	Median $2.90 Range $2.50–$3.25	Median $150.00 Range $140.00–$200.00	Median $19.05 Range $14.70–$23.35	For 25: $ 80.00 For 50: 100.00 For 75: 225.00 For 100: 225.00
Philadelphia, Pa.	*Low:* Median $39.00 Range $27.00–$50.00 *High:* Median $45.50 Range $27.00–$56.00	*Low:* Median $46.00 Range $32.00–$58.00 *High:* Median $57.00 Range $32.00–$73.00	B—Median $6.30 Range $5.30–$8.70 L—Median $8.60 Range $6.20–$14.25 D—Median $14.25 Range $11.20–$17.35	Median $2.55 Range $2.15–$3.05	Median $112.50 Range $75.00–$150.00	Median $16.75 Range $11.25–$19.55	For 25: $ 50.00 For 50: 75.00 For 75: 106.25 For 100: 150.00

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms. **Food and beverage:** Tax and tips included in median costs. **B**—Breakfast typically includes fruit or juice, entrée, rolls/toast/sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon. **Hospitality functions:** Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres. **Meeting rooms:** There is generally no meeting room charge if a specific number of sleeping rooms are required or if a group meal is included with the meeting.

Source: Sales & Marketing Management survey.

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TABLE IV-4

Sales meetings costs

City	Lodging (Group Rates) Daily Room Rates Single	 Double	Food And Beverage (Group Rates) Meals (Per Person)	 Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality Suite Rental	 2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Pittsburgh, Pa.	*Low:* Median $42.50 Range $32.00–$50.00 *High:* Median $49.00 Range $36.00–$65.00	*Low:* Median $49.50 Range $36.00–$60.00 *High:* Median $58.00 Range $50.00–$75.00	B—Median $7.25 Range $3.65–$10.90 L—Median $10.30 Range $4.85–$12.10 D—Median $14.20 Range $8.45–$20.50	Median $2.15 Range $1.50–$3.05	Median $62.50 Range $35.00–$100.00	Median $14.50 Range $10.90–$30.85	For 25: $ 55.00 For 50: 100.00 For 75: 100.00 For 100: 150.00
St. Louis, Mo.	*Low:* Median $38.00 Range $30.00–$50.00 *High:* Median $43.00 Range $34.00–$50.00	*Low:* Median $46.00 Range $35.00–$58.00 *High:* Median $50.00 Range $40.00–$58.00	B—Median $5.75 Range $4.25–$8.80 L—Median $9.05 Range $5.00–$10.30 D—Median $11.40 Range $10.20–$21.25	Median $1.65 Range $1.25–$2.50	Median $127.50 Range $60.00–$300.00	Median $15.70 Range $10.20–$18.20	For 25: $ 65.00 For 50: 75.00 For 75: 100.00 For 100: 150.00
San Diego, Cal.	*Low:* Median $38.00 Range $30.00–$44.00 *High:* Median $51.00 Range $30.00–$64.00	*Low:* Median $46.50 Range $36.00–$54.00 *High:* Median $62.00 Range $36.00–$69.00	B—Median $6.35 Range $4.25–$10.85 L—Median $8.15 Range $6.00–$16.35 D—Median $14.85 Range $9.10–$29.05	Median $2.25 Range $2.10–$2.75	Median $135.00 Range $65.00–$237.00	Median $18.30 Range $10.85–$27.25	For 25: $ 62.50 For 50: 87.50 For 75: 125.00 For 100: 137.50
San Francisco, Cal.	*Low:* Median $51.00 Range $46.00–$85.00 *High:* Median $56.00 Range $51.00–$125.00	*Low:* Median $59.00 Range $44.00–$150.00 *High:* Median $66.00 Range $57.00–$145.00	B—Median $7.65 Range $6.35–$9.70 L—Median $10.30 Range $7.55–$11.55 D—Median $18.25 Range $9.60–$31.60	Median $3.05 Range $1.80–$4.75	Median $162.50 Range $70.00–$250.00	Median $16.35 Range $9.10–$25.00	For 25: $ 95.00 For 50: 125.00 For 75: 156.25 For 100: 250.00
Washington, D.C.	*Low:* Median $53.00 Range $48.00–$73.00 *High:* Median $63.50 Range $51.00–$80.00	*Low:* Median $68.00 Range $58.00–$90.00 *High:* Median $76.00 Range $61.00–$94.00	B—Median $8.20 Range $7.75–$11.15 L—Median $12.75 Range $11.80–$15.50 D—Median $18.00 Range $13.60–$32.35	Median $3.55 Range $3.35–$5.25	Median $185.00 Range $100.00–$400.00	Median $17.00 Range $13.95–$24.65	For 25: $ 72.50 For 50: 102.50 For 75: 162.50 For 100: 200.00

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms. **Food and beverage:** Tax and tips included in median costs. **B**—Breakfast typically includes fruit or juice, entrée, rolls/toast/sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon. **Hospitality functions:** Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres. **Meeting rooms:** There is generally no meeting room charge if a specific number of sleeping rooms are required or if a group meal is included with the meeting.

Source: Sales & Marketing Management survey.

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TABLE IV-5

Conference centers: Learning away from it all

Facilities & Rates	**Airlie House** *Warrenton, Va.*	**Colonial Williamsburg** *Williamsburg, Va.*	**Dodgertown* Conference Ctr.** *Vero Beach, Fla.*	**Harrison Conference Ctr.** *Southbury, Conn.*	**Harrison Conference Ctr.** *Lake Bluff, Ill.*
Sleeping rooms	105	600	90	121	84
Capacity	212	800	180	225	167
Meeting rooms	25	26	11	20	12
Rate/person/day (double occupancy)	$42.50	$29.00–$81.00	$65.00	$89.00	$77.00
Nearest major airport	Dulles, Washington, D.C.	Newport News, Va.	Melbourne	Bradley Int'l, Windsor Locks, Conn.	O'Hare
Driving time from center to airport	30–40 min.	20 min.	45 min.	45 min.	30 min.
Recreation	Access to 18-hole golf course, outdoor swimming pool, 5 tennis courts, 8 racquetball courts, pub, game room, health club, jogging trails, indoor track	9- and 18-hole golf courses, outdoor swimming pool, 8 tennis courts, tours of historic Williamsburg	9- and 18-hole golf courses, 2 swimming pools, 4 tennis courts, game room, jogging trails, health club, charter deep-sea fishing, baseball and athletic fields, basketball and volleyball courts	9- and 18-hole golf courses, 2 tennis courts, heated swimming pool (outdoor), sauna, whirlpool, jacuzzi baths, gym, game room with billiards; access to skiing, horseback riding	Driving range; access to 18-hole golf course, 2 tennis courts, heated swimming pool (outdoor), health club, sauna, game room with billiards

*A Harrison Conference Center

Source: Sales & Marketing Management survey

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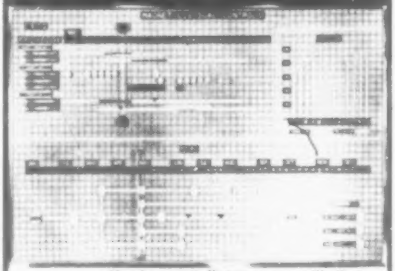

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TABLE IV-5

Conference centers: Learning away from it all

Facilities & Rates	**Harrison Conference Ctr.** *Glen Cove, N.Y.*	**Hilton Inn at Inverrary** *Ft. Lauderdale, Fla.*	**National Conference Ctr.** *East Windsor, N.J.*	**Shawnee Inn*** *Shawnee, Pa.*	**Woodlands Inn & Country Club** *Woodlands, Texas*
Sleeping rooms	133	200	200	86	236
Capacity	224	400	350	151	500
Meeting rooms	20	12	32	12	16
Rate/person/day (double occupancy)	$89.00	$77.00	$83.00	$79.00	$80.00
Nearest major airport	Kennedy La Guardia	Ft. Lauderdale	Newark	A-B-E, Allentown, Pa.	Houston Intercontinental
Driving time from center to airport	45 min.	20 min.	40 min.	35 min.	20 min.
Recreation	Access to 18-hole golf course, 2 tennis courts, 2 swimming pools (outdoor), sauna, bowling/game room, billiards, jogging trail, pitch 'n putt golf course	Access to three 18-hole golf courses, 30 tennis courts (some lighted), swimming pool, health club, game room	Access to 5 18-hole golf courses, 3 tennis courts (indoor), sauna and weight room, outdoor pool, volleyball court, 2 game rooms	27-hole PGA golf course, driving range, putting green, 6 tennis courts, 3 swimming pools (1 indoor), health club, game room, jogging trail, fishing, ski area, horseback riding, canoeing	14 tennis courts, 2 PGA golf courses, equestrian center, health club, ice rink, aquatic center

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Source: Sales & Marketing Management survey

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TABLE IV-6

Selected resort hotels: Combining learning with luxury

Facilities & Rates	**Boca Raton Hotel & Club** *Boca Raton, Fla.*	**The Breakers** *Palm Beach, Fla.*	**Callaway Gardens** *Pine Mountain, Ga.*	**The Greenbrier** *White Sulphur Springs, W. Va.*	**Kiawah Island Resort** *Charleston, S.C.*
Sleeping rooms	700	566	355	650	225
Meeting rooms	25	18	30	30	10
Average group lodging rates	IN SEASON 1/1–4/30 Single: $ 95–$145 Double: $120–$170 2/1–3/31 Single: $100–$150 Double: $125–$175 SHOULDER SEASON 5/1–6/25 Single: $ 65–$110 Double: $ 90–$135 9/1–12/24 Single: $ 55–$115 Double: $ 80–$140 OFF SEASON 6/26–8/31 Single: $ 70 Double: $ 85	IN SEASON 1/1–1/31 Single: $100–$125 Double: $110–$135 2/1–3/31 Single: $115–$140 Double: $125–$150 SHOULDER SEASON 4/1–5/31 10/1–12/31 Single: $ 90–$115 Double: $100–$125 OFF SEASON 6/1–9/30 Single: $ 36–$50 Double: $ 40–$55	IN SEASON 2/15–3/13 Single: $45 Double: $45 3/14–11/23 Single: $50 Double: $50 OFF SEASON 11/24–2/14 Single: $35 Double: $35	IN SEASON 4/1–10/31 Single: $85–$155 Double: $70–$87.50/person OFF SEASON 12/1–2/29 Single: $55–$85 Double: $55–$65/person 3/1–3/31 11/1–11/30 Single: $60–$90 Double: $60–$70/person	IN SEASON 3/16–4/30 10/1–10/31 Single: $72 Double: $72 5/1–9/30 11/1–11/15 Single: $68 Double: $68 OFF SEASON 11/16–3/15 Single: $39 Double: $39
Approximate group meal costs (tax and tip included)	Breakfast and dinner included in rates. Lunch: $10.20–$16.80 No meals served to nonguests.	B $ 3.60–$ 7.20 L $ 4.50–$10.20 D $24.00	B $ 5.95 L $ 7.15 D $20.25	Breakfast and dinner included in rates Lunch: $7.65–$14.75	B $ 4.75 L $ 8.35 D $17.85
Recreation:					
Golf	4 18-hole courses	2 18-hole courses	3 18-hole courses 1 9-hole course	3 18-hole courses (1 year-round)	1 18-hole course
Swimming	3 pools; beach	2 pools; beach	1 pool; beach	2 pools (indoor & outdoor)	1 pool; beach
Tennis	36 courts	14 courts	19 courts	20 courts (5 indoor)	11 courts
Horseback riding	No	No	Yes	Yes	No
Health club	Yes	No	No	Yes	Yes
Sauna	Yes	Yes	No	Yes	Yes
Meal plan	Modified and Full American	Modified American (IN SEASON); European (OFF SEASON)	European, Modified and Full American	Modified American	European and Modified American
Nearest airport	Fort Lauderdale or West Palm Beach	Palm Beach International	Atlanta	Greenbrier Valley Airport	Charleston; Johns Island
Distance/time from airport	22 mi. from either 30 min.	6 mi. 15 min.	60 mi. 70 min.	12 mi. 15 min.	42 mi. 45 min.

(continued on next page)

Olympia Resort & Spa *Oconomowoc, Wis.*	**The World of Palm-Aire** *Pompano Beach, Fla.*
430 32	215 16
IN SEASON 5/1–5/31 10/1–10/31 Single: $44 Double: $48 6/1–9/30 Single: $54 Double: $58 OFF SEASON 1/1–4/30 11/1–12/31 Single: $36 Double: $40	IN SEASON 12/18–4/30 Single: $60–$90 Double: $60–$90 OFF SEASON 5/1–12/17 Single: $20–$35 Double: $30–$45
B $ 4.15–$ 5.95 L $ 5.95–$ 8.95 D $ 9.50–$15.45	B $ 4.75 L $ 5.95 D $13.10
1 18-hole course 2 pools (1 indoor); beach 14 courts (6 indoor)	5 18-hole courses 5 pools (2 indoor); beach 37 courts
Yes	No
Yes Yes	Yes Yes
European, Modified and Full American	European, Modified and Full American
Milwaukee	Ft. Lauderdale
30 mi. 40 min.	20 mi. 25 min.

Source: Sales & Marketing Management survey

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TABLE IV-6

Selected resort hotels: Combining learning with luxury *(continued from previous page)*

Facilities & Rates	**Palmas del Mar** *Humaco, Puerto Rico*	**The Pinehurst Hotel And Country Club** *Pinehurst, N.C.*	**PineIsle Resort** *Buford, Ga.*	**The Pointe Resort** *Phoenix, Ariz.*	**Royal Biscayne** *Key Biscayne, Fla.*
Sleeping rooms	444	628	244	580	200
Meeting rooms	8	17	18	40	6
Average group lodging rates	IN SEASON 12/20–4/15 Single: $65 Double: $65/person SHOULDER SEASON 4/16–12/19 Single: $50 Double: $35/person	IN SEASON 3/1–11/16 Single: $105 Double: $ 70/person OFF SEASON 11/17–2/29 Single: $54 Double: $36.50/person	IN SEASON 4/1–4/30 Single: $58 Double: $63 5/1–6/30 9/1–10/31 Single: $64 Double: $68 7/1–8/31 Single: $56 Double: $62 OFF SEASON 2/1–2/28 Single: $40 Double: $44 3/1–3/31 Single: $46 Double: $52 11/1–1/31 Single: $44 Double: $50	IN SEASON 1/1–4/30 Single: $80 Double: $90 5/1–5/31 Single: $56 Double: $66 OFF SEASON 6/1–9/15 Single: $36 Double: $42 9/16–12/31 Single: $66 Double: $76	IN SEASON 12/15–4/27 Single: $105 Double: $105 SHOULDER SEASON 4/28–5/31 10/13–12/14 Single: $75 Double: $75 OFF SEASON 6/1–10/12 Single: $60 Double: $60
Approximate group meal costs (tax and tip included)	B $ 3.45–$ 6.90 L $ 4.60–$ 8.05 D $13.80–$20.70	Breakfast and dinner included in rates Lunch: $8.00–$10.00	B $ 4.85–$ 7.25 L $ 6.05–$ 9.70 D $10.90–$19.35	B $ 7.80 L $10.20 D $19.80	B $ 6.85 L $10.65 D $20.00
Recreation: **Golf**	1 18-hole course	6 18-hole courses	1 18-hole course	1 18-hole course	1 18-hole course
Swimming	4 pools; beach	5 pools (4 outdoor and 1 indoor heated); beach	2 pools (1 indoor); beach	4 pools	2 pools; beach
Tennis	20 courts (4 lighted)	24 courts (4 lighted)	7 courts (3 indoor)	8 courts	10 courts (lighted)
Horseback riding	Yes	Yes	Yes	Yes	No
Health club	Yes	Yes	No	Yes	Yes
Sauna	Yes	Yes	Yes	Yes	No
Meal plan	European, Modified and Full American	Modified American	European	European	European and Modified American
Nearest airport	San Juan International	Fayetteville or private plane to Pinehurst	Atlanta	Phoenix	Miami
Distance/time from airport	40 mi. 50 min. (15 min. air taxi)	40 mi. 50 min.	56 mi. 70 min.	7½ mi. 15 min.	12–15 mi. 20 min.

Taminent Resort *Taminent, Pa.*	Tan-Tar-A Resort *Osage Beach, Mo.*
500 35	650 38
IN SEASON 6/15–9/1 Single: $70 Double: $55/person SHOULDER SEASON 4/15–6/14 9/2–11/15 Single: $60 Double: $45/person OFF SEASON 11/16–4/14 Single: $55 Double: $40/person	IN SEASON 4/1–10/31 Single: $70 Double: $70 OFF SEASON 11/1–3/31 Single: $50 Double: $70
Breakfast and dinner included in rates Lunch: $7.25	B $ 6.20 L $ 7.40 D $13.60
1 18-hole course 2 pools (1 indoor) 10 courts (4 indoor)	1 18-hole course 1 9-hole course 4 pools (1 indoor); beach 11 courts (5 indoor)
Yes	Yes
Yes Yes	Yes Yes
Modified and Full American	European; add $23.00 per person for Full American
Allentown (A-B-E)	L.C. Fine Memorial
50 mi. 55 min.	12 mi. 20 min.

Source: Sales & Marketing Management survey.

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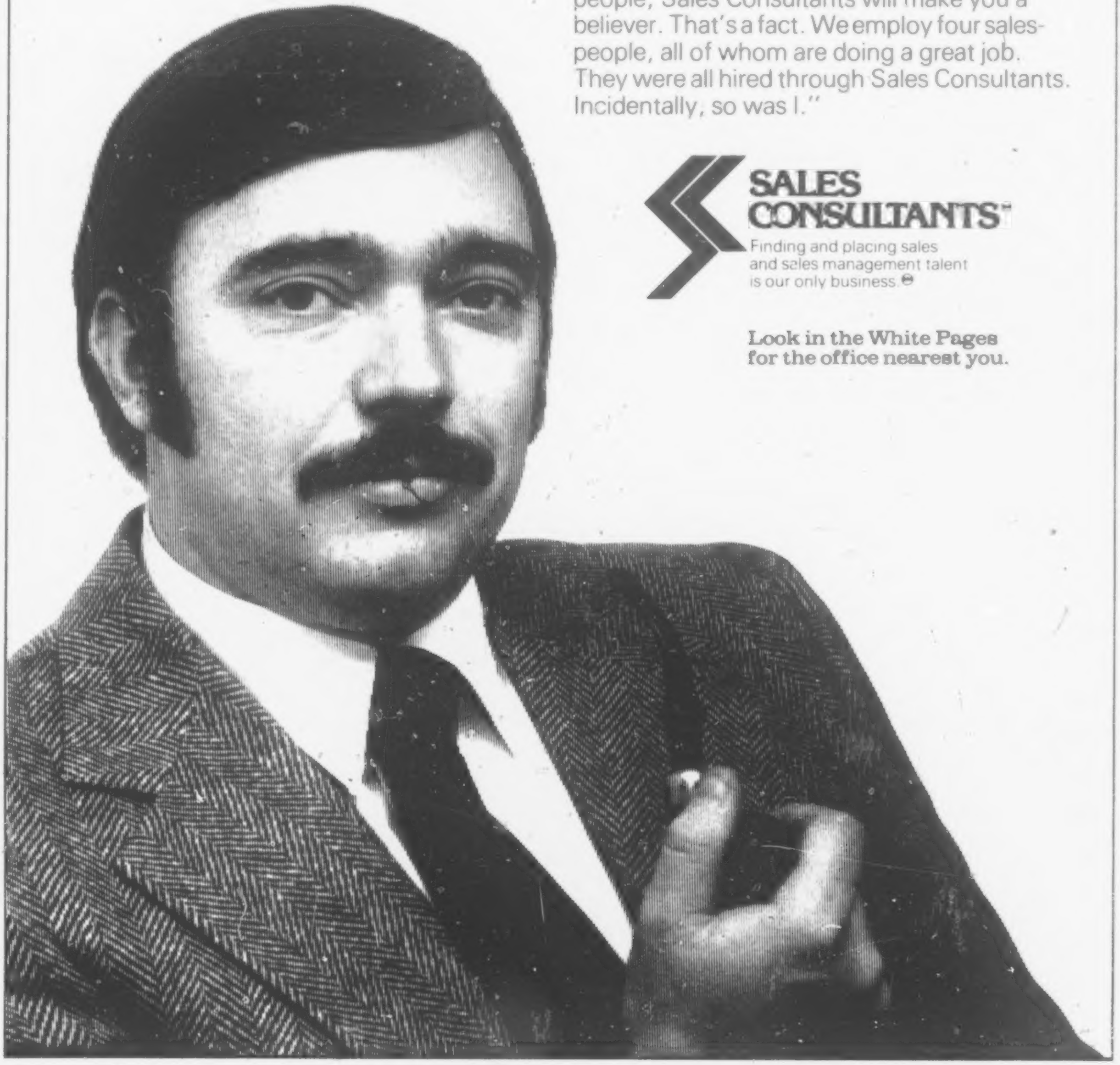

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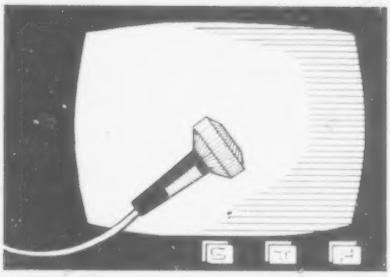

TABLE TITLE

V-1 Audiovisual equipment purchase costs

V-2 Audiovisual equipment rental costs

V-3 Share of sales incentive dollar spent for merchandise and travel

V-4 Sales incentive spending by industry

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V-8 Average cost of 15 frequently made moves

V-9 Expected increases in 1980 trade show exhibition costs

V-10 Average cost of moving between selected cities

A helpful subject-matter index to all statistical information appears on page 101.

TABLE V-1

Audiovisual equipment purchase costs

Equipment	Purchase Price 1979	Purchase Price 1978	% Change 1978–79
Projectors			
Super 8 mm sound movie	$429–495	$300–550	**+ 8.7%**
16 mm sound movie	940–1,103	895–1,030	**+ 6.1**
35 mm slide	175–400	149–329	**+20.3**
35 mm slide with synchronized tape deck	275–800	249–729	**+ 9.9**
Rear-screen 35 mm filmstrip with self-contained synchronized tape deck	400–600	350–480	**+20.5**
Opaque	550	380–530	**+20.9**
Overhead transparency	196–750	188–295	**+95.6**
Remote-control silent filmstrip	175	160	**+ 9.4**
Tape recorders			
Cassette	50–325	49–230	**+34.4**
Reel-to-reel	350–400	280–310	**+27.1**
Video equipment			
Nonproduction recorders and players			
Black and white	1,050–1,560	1,050–1,525	**+ 1.4**
Color	1,150–2,150	1,135–1,895	**+ 8.9**
Cameras			
Black and white	610–1,165	550–1,095	**+ 7.9**
Color	995–5,000	2,800–4,900	**−22.1**
Receivers and monitors			
Black and white	335–495	315–445	**+ 9.2**
Color	395–1,560	715–1,450	**+ 9.7**

N.C.—No change

Note: These are factory-suggested retail prices for typical audiovisual equipment, without optional extras, which can be purchased at corporate as well as at branch sales offices. Significant changes in the price ranges reflect manufacturer changes in product line

Source: Sales & Marketing Management survey

TABLE V-2

Audiovisual equipment rental costs

Equipment		Average Rental Rates Daily 1979	Daily 1978	Weekly 1979	Weekly 1978
Projectors					
Super 8 mm sound movie		**$18**	$18	**$ 60**	$60
16 mm sound movie		**22**	20	**70**	65
35 mm slide		**15**	15	**50**	50
35 mm slide with synchronized tape deck		**28**	27	**93**	88
Rear-screen 35 mm filmstrip with self-contained synchronized tape		**32**	23	**108**	78
Opaque		**20**	20	**65**	65
Overhead transparency		**17**	17	**55**	55
Remote-control silent filmstrip		**15**	15	**50**	50
Tape recorders					
Cassette	mono	**13**	12	**38**	37
	stereo	**17**	22	**55**	67
Reel-to-reel	mono	**15**	15	**45**	50
	stereo	**22**	20	**70**	60

Source: Sales & Marketing Management survey

TABLE V-3

Share of sales incentive dollar spent for merchandise and travel

(Based on total spending of $20 million or more in 1978)

	Merchandise	Travel
All Industry	77%	**23%**
Auto parts, accessories & tires	75%	**25%**
Automobiles & trucks	86%	14%
Banks, S&L associations	91%	9%
Beer, ale & soft drinks	78%	**22%**
Building materials	83%	17%
Detergents & cleansers	96%	4%
Electronics, radio & TV	79%	**21%**
Farm equipment	61%	**39%**
Feed, fertilizer & farm supplies	69%	**31%**
Food products	84%	16%
Heating & air conditioning	44%	**56%**
Housewares & home furnishings	85%	15%
Insurance	53%	**47%**
Machinery & supplies	65%	**35%**
Office equipment	42%	**58%**
Petroleum products	86%	14%
Pharmaceuticals	79%	**21%**
Publishers, printers & broadcasters	88%	12%
Toiletries	89%	11%

Sources: *Incentive Marketing*, a Bill Communications publication; S&MM calculations.

TABLE V-4

Sales incentive spending by industry

Rank	Industry	1978 Sales Incentive Spending ($000)	% Change 1977 1978	% Of Industry's Total Incentive Spending
1.	Insurance	$159,830	+18.3%	72.0%
2.	Toiletries	131,246	+15.8	38.4
3.	Auto parts, accessories & tires	127,495	+30.9	37.9
4.	Automobiles & trucks	86,684	+19.6	49.1
5.	Electronics, radio & TV	82,540	+12.2	47.2
6.	Food products	59,147	+16.5	9.4
7.	Building materials	58,494	+11.4	48.1
8.	Publishers, printers & broadcasters	45,681	+14.4	45.5
9.	Office equipment	42,136	+18.2	43.5
10.	Farm equipment	41,233	+19.5	25.4
11.	Petroleum products	36,698	+23.5	25.0
12.	Machinery & supplies	35,796	+13.0	73.5
13.	Housewares & home furnishings	34,660	+14.0	29.5
14.	Heating & air conditioning	33,838	+17.1	30.3
15.	Detergents & cleansers	32,399	+5.2	32.3
16.	Pharmaceuticals	31,044	0.2	46.9
17.	Beer, ale & soft drinks	23,847	+25.3	28.1
18.	Feed, fertilizer & farm supplies	23,521	+15.1	22.5
19.	Banks, S&L associations	22,044	+21.8	15.0
20.	Electrical appliances	17,662	+10.0	23.5
21.	Electrical & lighting equipment	13,120	+7.0	28.9
22.	Furniture & floor coverings	8,777	+23.6	22.8
23.	Industrial chemicals	8,737	+11.6	23.6
24.	Paper products & packaging	8,626	+6.5	27.5
25.	Apparel	8,426	+15.9	28.4
26.	Paints & varnishes	7,918	7.6	31.5
27.	Sporting goods & toys	6,768	10.6	29.7
28.	Hardware	5,728	+8.9	33.4
29.	Luggage, jewelry & accessories	4,840	+26.5	43.3
30.	Public utilities	4,008	+17.5	33.3
	TOTAL	**$1,574,857**	**+17.8%**	**23.4%**

Sources: *Incentive Marketing*, a Bill Communications publication; S&MM calculations

TABLE V-5

Trends in manufacturers' usage of incentives in sales promotion

Promotion Type	1980 Spending Forecast ($000)	% Gain 1979-80	1979 Spending Est. ($000)	% Gain 1978-79	1978 Spending Est. ($000)	% Gain 1977-78
Sales incentives	$1,991,442	+12.4%	$1,771,621	+12.5%	$1,574,857	+17.8%
Merchandise	1,571,606	13.5	1,384,675	11.1	1,213,563	17.4
Travel	419,836	8.5	386,946	7.1	361,294	19.1
Dealer incentives	1,580,972	14.0	1,386,459	11.1	1,248,095	15.2
Merchandise	952,985	2.5	929,741	13.1	822,052	15.3
Travel	627,987	37.5	456,718	7.2	426,043	15.2
Self liquidators	804,870	14.3	704,173	14.2	616,365	15.4
Direct premiums	761,080	20.8	630,033	18.3	532,572	16.7
Business gifts	754,000	14.6	658,000	16.0	567,000	6.6
Trading stamps	451,000	11.9	403,000	12.3	359,000	14.7
Factory packs	388,652	24.6	311,920	10.1	283,306	14.9
Free mail-in offers	331,092	3.5	319,896	22.9	260,290	13.5
Coupon plan	247,787	13.4	218,507	9.3	199,915	15.8
Sweepstakes, contests	129,387	15.0	112,510	1.1	111,287	16.7
Other retail	1,210,000	10.2	1,098,000	14.5	967,000	14.8
TOTAL	**$8,650,282**	**+13.6%**	**$7,614,119**	**+13.3%**	**$6,719,687**	**+15.0%**

Source: *Incentive Marketing*, a Bill Communications publication

TABLE V-6

Expected 1980 advertising costs: Rising faster

Media	Index Of Unit Costs 1978 Base	1979	1980	% Change In Unit Costs 1978-79	1979-80
Network TV	100	112	128	+12%	+14%
Spot TV	100	109	122	+9	+12
Magazines	100	110	119	+10	+8
Newspapers	100	109	118	+9	+8
Radio	100	109	120	+9	+10
Composite	**100**	**110**	**123**	**+10**	**+12**

Source: Robert Coen, senior vice president, McCann-Erickson, Inc.

The accompanying table is based on the third annual study of advertising and promotion expenditures of major U.S. corporations and industry sectors. It was performed by Schonfeld & Associates, a Chicago consulting company, and covers 2,230 major U.S. companies in 179 industry sectors. The raw data for the study are compiled from 10-K reports filed with the Securities and Exchange Commission by publicly owned companies.

Although data are compiled from published financial statements rather than surveys, cautious interpretation is required for several reasons. First, companies may vary in what they include under advertising and promotion expenditures. Second, many large companies are in several fields, yet are listed in only one industry sector. This may result in some distortion because a large-sized subsidiary will not be included in the sector in which it competes. Third, a few large companies are privately held, and their figures are not included.

Copies of the study are available for $225 from Schonfeld & Associates, 120 S. LaSalle St., Chicago, Ill. 60603.

TABLE V-7

Estimated advertising percentages in selected industries

Industry Sector	Advertising & Promotion Budget As % Of Net Sales 1978	Change In Pct. Points of Advertising & Promotion % 1977–1978
FOOD PRODUCTS		
Food & kindred products	3.3%	+0.4
Meat products	1.2	+0.1
Dairy products	1.7	-0.3
Canned foods	2.3	-0.3
Flour & other grain mill products	1.9	-0.2
Bakery products	1.6	-0.6
Malt beverages	5.1	N.C.
TOBACCO PRODUCTS		
Cigarettes	6.2	+0.8
Cigars	2.3	+0.3
TEXTILE MILL PRODUCTS		
Textile products	.8	+0.5
Floor covering mills	1.3	-4.7
APPAREL PRODUCTS		
Apparel & finished products	1.7	+0.4
FURNITURE & FIXTURES		
Household furniture	1.7	+0.1
Office furniture	.9	+0.7
PAPER		
Paper products	.9	+0.4
PRINTING & PUBLISHING		
Publishing	4.4	+1.5
Newspapers	2.8	+1.9
Periodicals	3.9	-0.2
Books	4.2	N.C.
CHEMICALS & ALLIED PRODUCTS		
Chemicals	1.9%	+0.3
Industrial inorganic chemicals	1.9	+1.5
Plastics materials & synthetic resins	5.6	+5.2
Ethical drugs	6.4	+0.7
Soap & other detergents	10.4	+3.2
Paints, varnishes & lacquers	1.8	+0.2
PETROLEUM & COAL PRODUCTS		
Petroleum refining	.6	+0.3
Paving & roofing materials	1.0	+0.5
RUBBER & MISC. PLASTICS PRODUCTS		
Rubber products	1.3	+0.2
Misc. plastic products	.9	+0.1
Footwear, except rubber	2.3	+0.4
STONE, CLAY & GLASS PRODUCTS		
Glass containers	5.9	+5.7
Pottery & china	2.5	-1.1
FOUNDRIES		
Blast furnaces	.2	+0.1
FABRICATED METALS		
Heating equipment & plumbing fixtures	1.3	-0.5
MACHINERY & EQUIPMENT		
Farm & garden machinery & equipment	1.1	-0.1
Metalworking equipment	.8	+0.3

N.C.—No change
Source: Schoenfeld & Associates

TABLE V-8

Average cost of 15 frequently made moves

Rank	From	To	1978 Cost	% Increase 1977-78
1.	New York	Miami	$2,079	19%
2.	New York	Los Angeles	3,370	20
3.	Chicago	Los Angeles	2,841	20
4.	New York	Chicago	1,667	18
5.	Chicago	New York	1,667	18
6.	New York	San Francisco	3,450	20
7.	Los Angeles	New York	3,370	20
8.	New York	Washington, D.C.	1,252	18
9.	Chicago	San Francisco	2,931	20
10.	New York	Houston	2,364	20
11.	Los Angeles	Chicago	2,841	20
12.	Los Angeles	Seattle	1,800	20
13.	Los Angeles	Houston	2,163	21
14.	San Francisco	New York	3,450	20
15.	Washington, D.C.	New York	1,162	18
	Average of 15 moves		**$2,427**	**20%**

Note: Based on average move of 8,000 lb. Excludes packing charges, which may vary within the areas indicated, depending on origin of move. Costs between the same two cities may vary, depending on the direction of the move. Transportation rates effective 10/10/79. Fuel surcharge, based on 9.5% of transportation rate, is subject to change as fuel prices rise.
Source: Sales & Marketing Management survey.

TABLE V-9

Expected increases in 1980 trade show exhibition costs

Component	Projected Increase In Costs
Space rental rates	N.A.
Personnel	
Projectionist	9.0%
Janitor	7.0
Plumber	9.0
Electrician	9.0
Carpenter	10.0
Equipment	
Audiovisual	9.0
Furniture	7.0
Services	
Photographer	7.0
Florist	9.0
Other	
Design & detailing	9.0
Shop construction materials	13.0
Shop construction labor	11.0
Freight	12.0
Drayage	10.0

N.A.—Not available.
Source: National Trade Show Exhibitors Assn.

Industry Sector	Advertising & Promotion Budget As % Of Net Sales 1978	Change In Pct. Points of Advertising & Promotion % 1977–1978
Office computing & accounting machines	1.3%	-0.2
Refrigeration & service industry equipment	1.8	+0.7
ELECTRIC & ELECTRONIC EQUIPMENT		
Household appliances	3.9	+1.4
Radio, TV sets & home entertainment	3.8	+0.8
TRANSPORTATION EQUIPMENT		
Automotive vehicles	1.6	+0.8
Travel trailers & campers	.9	-0.5
INSTRUMENTS & RELATED PRODUCTS		
Optical instruments & lenses	1.7	+0.7
Medical instruments & appliances	1.5	-1.2
Photographic	1.9	-0.3
Watches & clocks	1.7	-2.1
MISC. MANUFACTURING INDUSTRIES		
Jewelry & silverware	5.6	+1.0
Musical instruments	2.1	-1.5
Toys, games & sporting goods	5.2	-0.2
Pens & other writing instruments	3.8	-0.9
COMMUNICATIONS		
Radio-TV broadcasters	2.6	+0.3
CATV companies	1.6	+0.4

Industry Sector	Advertising & Promotion Budget As % Of Net Sales 1978	Change In Pct. Points of Advertising & Promotion % 1977–1978
WHOLESALING		
Autos & parts	1.3%	+0.8
Sporting & recreational goods	4.3	-2.6
Drugs	1.9	-0.6
Food	.6	-0.3
RETAILING		
Lumber	3.2	+1.6
Department stores	2.9	+0.3
Variety stores	2.3	+0.1
Grocery store chains	1.3	+0.5
Automotive dealers & supplies	2.1	-0.7
Apparel	2.6	+0.5
Women's ready-to-wear	2.0	+1.3
Shoes	2.1	+0.3
Furniture	5.8	+0.1
Household appliances	3.5	-1.7
Restaurants & fast-food chains	2.9	+0.3
Mail-order houses	13.4	-3.2
FINANCIAL		
Savings & loan	.9	+0.2
Consumer finance	1.7	+0.7
Financial service	1.7	+0.9
MISC. SERVICE INDUSTRIES		
Hotels & motels	2.5	+0.5
Personal & family services	3.0	-0.9
Motion pictures	7.6	+0.6
Educational services	6.3	+1.4

TABLE V-10

Average cost of moving between selected cities

Average cost of moving between selected cities

FROM / TO	ATLANTA	BOSTON	CHICAGO	COLUMBUS	DENVER	DETROIT	HOUSTON	LOS ANGELES	MEMPHIS	MIAMI	NEW YORK	PHILADELPHIA	PHOENIX	ST. LOUIS	SAN FRANCISCO	SEATTLE	WASHINGTON, D.C.
ATLANTA		1,681	1,423	1,171	1,993	1,396	1,429	2,872	1,020	1,292	1,618	1,423	2,402	1,211	3,084	3,164	1,306
BOSTON	1,681		1,727	1,411	2,669	1,525	2,493	3,383	1,971	2,157	1,169	1,100	3,152	1,812	3,442	3,383	1,169
CHICAGO	1,466	1,727		1,219	1,692	1,243	1,898	2,841	1,402	2,082	1,667	1,534	2,445	1,248	2,931	2,841	1,482
COLUMBUS	1,171	1,411	1,128		1,826	1,006	1,720	2,885	1,218	1,800	1,297	1,154	2,495	1,096	3,023	2,960	1,081
DENVER	1,993	2,669	1,692	1,826		1,919	1,635	1,675	1,675	2,681	2,518	2,306	1,407	1,510	1,866	1,962	2,264
DETROIT	1,396	1,525	1,243	1,006	1,919		1,919	2,967	1,412	2,002	1,433	1,285	2,599	1,216	3,031	2,967	1,216
HOUSTON	1,429	2,493	1,898	1,720	1,635	1,919		2,163	1,197	1,778	2,364	2,163	1,720	1,447	2,535	2,927	2,009
LOS ANGELES	2,872	3,383	2,841	2,885	1,675	2,967	2,163		2,521	3,166	3,370	3,206	1,070	2,521		1,800	3,180
MEMPHIS	1,072	1,971	1,402	1,218	1,675	1,412	1,197	2,521		1,612	1,863	1,652	2,068	1,073	2,851	2,967	1,550
MIAMI	1,292	2,117	2,042	1,760	2,681	1,962	1,778	3,166	1,612		2,019	1,818	2,887	1,818	3,357	3,501	1,723
NEW YORK	1,618	1,259	1,667	1,393	2,518	1,476	2,364	3,370	1,863	2,059		1,125	3,123	1,735	3,450	3,402	1,252
PHILADELPHIA	1,423	1,100	1,519	1,154	2,306	1,285	2,163	3,206	1,652	1,858	1,045		2,980	1,550	3,323	3,270	993
PHOENIX	2,402	3,152	2,445	2,495	1,407	2,599	1,720	1,070	2,068	2,887	3,123	2,060		2,105	1,431	2,068	2,885
ST. LOUIS	1,211	1,812	1,248	1,096	1,510	1,216	1,447	2,521	1,073	1,818	1,735	1,550	2,105		2,819	2,819	1,487
SAN FRANCISCO	3,084	3,442	2,931	[illegible]	1,866	3,031	2,535		2,851	3,357	3,450	3,323	1,431	2,819		1,513	3,270
SEATTLE	3,164	3,383	2,841	2,960	1,962	2,967	2,927	1,800	2,967	3,501	3,402	3,270	2,068	2,819	1,513		3,206
WASHINGTON, D.C.	1,306	1,169	1,482	1,081	2,264	1,216	2,009	3,180	1,550	1,723	1,162	993	2,885	1,487	3,270	3,206	

NOTE Charges stated in dollars, based on an average move of 8,000 pounds. Excludes packing and other charges which may vary within the areas indicated, depending on origin of move. It should also be noted that because moving rates are calculated from the city of origin, costs between the same two cities may vary depending on the direction of the move. Transportation rates effective 10/10/79. Fuel surcharge, based on 9.5% of transportation rates, is subject to changes as fuel prices rise.

Source: Sales & Marketing Management survey

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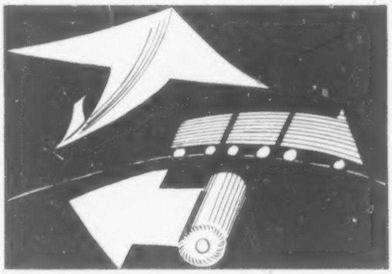

TABLE	TITLE
	Car allowances vary by region
VI-1	Automobile standard allowances: 1980
VI-2	Combined owning and operating costs per mile
VI-3	Automobile fleet purchase costs
VI-4	**Fuel cost and consumption by car size**
VI-5	Standard and economy car-rental rates
VI-6	Auto mileage reimbursement plans
VI-7	Sources of autos used by salespeople

A helpful subject-matter index to all statistical information appears on page 101.

Car allowances vary by region

One of the greatest problems in car allowances for salespeople who use their own cars on company business is the failure to recognize cost differences by sales territory. Many companies, says Runzheimer & Co., the Rochester, Wis., consulting firm that specializes in automobile-reimbursement programs, establish an arbitrary allowance paid to all sales personnel, regardless of where they live and drive. This can be unfair to the driver and unwise for the company.

The regional table accompanying this article shows the critical differences between the four major regions. Ownership-per-day costs, which include insurance, license, taxes, and depreciation, can vary by 22%; operating-per-mile costs, which include gasoline, oil, maintenance, and tires, by 9%.

Important differences can also exist between a city and its region. In the San Francisco area, Runzheimer notes, car ownership, at $6.70, and operating costs, at 9.75¢, are both significantly higher than the comparative western averages. Similarly, in Miami, where the ownership cost is $6.35 and operating cost 8.60¢, expenses exceed the regional averages. At 20,000 business miles and 240 business days annually, the difference in San Francisco can amount to $699; in Miami, to $716, Runzheimer says. Thus the regional data shown here should be used as guidelines, supplemented by the cost factors that make one sales area different from another.

TABLE VI-1

Automobile standard allowances: 1980

	Ownership Per Day	*Operating Per Mile*
Northeast	$ 5.39	7.40¢
Midwest	5.40	7.60
South	4.74	6.95
West	5.79	7.35
U.S.	**$ 5.33**	**7.33¢**

Note: Figures represent a 1980 intermediate-sized car equipped with a 6-cylinder engine, automatic transmission, power steering, power disc brakes, AM radio, air conditioning, and tinted glass. All costs based on an economic use cycle of three years and 60,000 miles. Ownership per day costs are based on a 365-day calendar year.
Source: Runzheimer and Co.

TABLE VI-2

Combined owning and operating costs per mile

City	*Compact*	*Small Mid-Sized*	*Intermediate*	**Index**[1]
Atlanta	31.27¢	35.70¢	37.18¢	**98**
Boston	31.97	36.50	38.02	**100**
Chicago	33.04	37.73	39.92	**103**
Cincinnati	27.24	31.10	32.39	**85**
Cleveland	29.44	33.62	35.01	**92**
Dallas	31.34	35.78	37.27	**98**
Denver	38.77	44.27	46.10	**121**
Detroit	29.20	33.34	34.72	**91**
Dist. of Col.	32.55	37.17	38.71	**102**
Houston	33.67	38.45	40.04	**105**
Los Angeles	44.20	50.47	52.55	**138**
Miami	33.26	37.98	39.55	**104**
Milwaukee	32.97	37.65	39.20	**103**
Minneapolis	34.43	39.31	40.94	**108**
New York City	43.91	50.14	52.21	**137**
Pittsburgh	32.04	36.58	38.10	**100**
St. Louis	30.95	35.34	36.80	**97**
San Diego	30.82	35.19	36.65	**96**
San Francisco	36.92	42.16	43.90	**116**
Seattle	33.97	38.79	40.39	**106**
U.S.	**31.94¢**	**36.47¢**	**37.98¢**	**100**

Source: Hertz Corp.

[1] Index is the ratio of the city's cost to the U.S. average; an index of 103 means the city's cost is 3% over the U.S. average.

Note: Examples of auto sizes: Ford Fairmont, compact; Granada, small mid-sized; and LTD II, intermediate. Costs are for a vehicle driven 10,000 miles a year for three years.

TABLE VI-3

Automobile fleet purchase costs

Model	Fleet Purchase Price Eight-Cylinder 1980	 1979	 % Increase 1979–80	 Six-Cylinder 1980	 1979	 % Increase 1979–80
American Motors Concord,[1] four-door sedan	—	—	—	$4,400	$3,655	N.A.
Chevrolet Caprice Classic, two-door sedan	$5,404	$4,853	11.4%	5,254	4,672	12.5%
Dodge Diplomat Medallion, four-door sedan	5,775	4,896	18.0	5,596	4,717	18.6
Ford LTD-S, four-door pillared	5,181[2]	4,625	12.0	5,058	—	—
Mercury Monarch, four-door pillared	4,571	4,074	12.2	4,417	3,839	15.1
Plymouth Volare, four-door sedan	4,421	3,750	17.9	4,242	3,571	18.8

Note: All prices include only the equipment that the manufacturer considers standard. Freight charges are not included. Fleet purchase prices will vary according to deals worked out by individual buyers and sellers. The basic prices listed above are commonly obtainable when five or more cars are purchased.

N.A.—Not available; substantial model changes make comparison invalid.

[1] Not available as an eight-cylinder model.

[2] LTD-S replaces LTD-II.

Source: Sales & Marketing Management survey.

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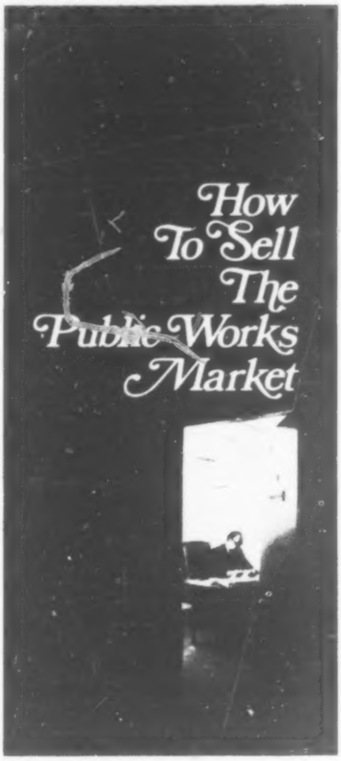

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TABLE VI-4

Fuel cost and consumption by car size

Category	1980 Full-Sized 8-Cyl. (267 CID) Engine	1980 Intermediate 6-Cyl. (229 CID) Engine	1980 Compact 4-Cyl. (151 CID) Engine
Fuel cost and consumption			
Expected miles per gallon	15.0	17.0	20.0
Prevailing gasoline price	104.6¢	104.6¢	104.6¢
Fuel consumption (gallons) @ 20,000 annual business miles	1,333 gal.	1,176 gal.	1,000 gal.
Annual fuel cost @ 20,000 annual business miles	$1,394	$1,230	$1,046
Fixed and operating costs (Annual @ 20,000 business miles per year)			
Gasoline and oil	$1,420	$1,256	$1,078
Maintenance	276	262	238
Tires	124	112	94
Insurance	790	728	728
License	25	25	25
Depreciation	1,337	1,265	1,193
Total annual cost	**$3,972**	**$3,648**	**$3,356**

Note: Gasoline price is for unleaded premium in October 1979, as reported by the Bureau of Labor Statistics.
Source: Runzheimer & Co.

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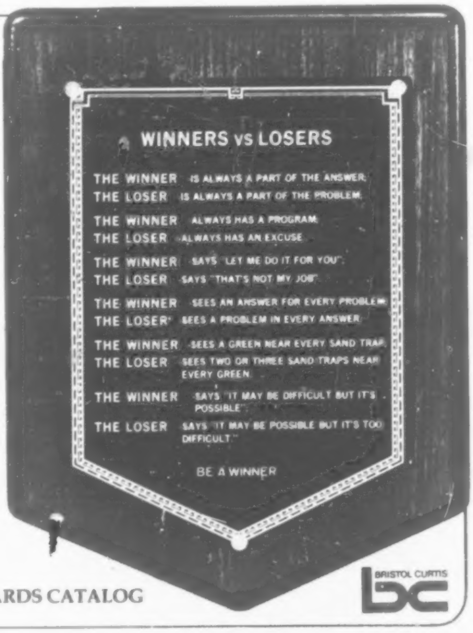

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THE LOSER SEES A PROBLEM IN EVERY ANSWER.
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TABLE VI-5

Standard and economy car-rental rates

City Or Metro Area	Average Standard Rates $ Per Day/ ¢ Per Mile	Economy Rates $ Per Day/ ¢ Per Mile
Northeast		
Albany	$22.95/28¢	$16.95/17¢
Boston	26.00/39	23.00/36
Bridgeport-Stamford-Norwalk-Danbury	23.95/29	23.95[1]/
Buffalo	27.00/38	28.95[1]/
Hartford	24.00/31	23.95/29
New York	27.00/39	24.00/32
Newark	27.00/39	18.95/28
Philadelphia	24.00/32	21.95/30
Pittsburgh	23.95/31	22.00/28
Providence	24.00/32	17.95/22
Rochester	25.95/36	18.75/19
Average	**$25.07/34¢**	**$21.85/22¢**
Midwest		
Chicago	$23.95/33¢	$20.95/26¢
Cincinnati	21.95/27	19.95/23
Cleveland	24.00/29	21.95/25
Columbus	20.00/26	17.95/21
Dayton	21.95/28	19.95/24
Detroit	22.95/28	21.95/25
Indianapolis	22.00/25	19.95/23
Kansas City, Mo.	21.95/26	19.95/23
Milwaukee	22.00/25	19.95/20
Minneapolis-St. Paul	21.95/26	32.95/21[2]
Omaha	21.00/25	19.95/23
St. Louis	22.00/28	19.95/26
Toledo	22.00/25	18.95/20
Average	**$22.13/27¢**	**$21.10/23¢**
South		
Atlanta	$24.95/26¢	$22.00/24¢
Baltimore	27.00/33	19.95/19
Birmingham	23.95/26	15.95/16
Greensboro, N.C.	23.00/26	15.95/17
Houston	22.95/28	19.95/26
Louisville	21.95/26	17.95/20
Memphis	23.95/26	29.95[1]
Miami	21.00/21	26.95[1]
Nashville	23.95/26	19.00/25
New Orleans	$23.00/28¢	$20.95/25¢
Oklahoma City	21.95/24	19.92/21
San Antonio	21.00/26	28.95[1]
Tampa-St. Petersburg	21.00/21	26.95[1]
Washington D.C.	27.00/34	15.95/27
Average	**$23.33/27¢**	**$21.46/16¢**
West		
Denver	$21.00/26¢	$33.95[1]
Los Angeles	23.95/29	22.00/26¢
Phoenix	20.95/24	25.95/16[2]
Portland	22.95/29	20.95/28
Sacramento	22.95/29	21.95/26
Salt Lake City	22.00/26	18.95/21
San Diego	23.95/29	23.95/28
San Francisco	22.95/29	20.95/28
San Jose	22.95/29	20.95/28
Seattle	23.00/29	21.95/29
Average	**$22.67/28¢**	**$23.16/23¢**
Canada*		
Calgary	$25.95/13¢	$21.00
Montreal	27.95/13	24.95/10
Ottawa	25.95/13	22.95
Toronto	28.00/16	24.00
Vancouver	24.95/14	26.95
Winnipeg	26.95/13	25.95
Average	**$26.63/14¢**	**$24.30/N.A.**

*Canadian dollars.

[1] Includes unlimited mileage.

[2] Includes 100 free miles.

Canadian rates include from 100 to unlimited kilometers. Where indicated, excess rates shown are per kilometer.

N.A.—Not applicable due to varying rate structures.

Note: Average standard rates are obtained from current Avis, Hertz, and National directories (in Canada, National is affiliated with Tilden); average economy rates obtained from current Budget directory. Rates are applicable to basic sedan such as Granada, Malibu, or LeMans and do not include gasoline. Rates shown here are the commonly used nondiscountable "dry rates" (no gas).

Note: When comparing regional average standard and economy rates, allowance must be made for the fact that the latter group's charges include free mileage from 100 miles to unlimited.

Source: Sales & Marketing Management survey.

TABLE VI-6

Auto mileage reimbursement plans

	Percent Of Companies					
	Consumer Products		Industrial Products		Other*	
Allowance Plan	**1979**	1978	**1979**	1978	**1979**	1978
Single Rate Mileage Allowance						
Under 12¢ per mile	**7.1%**	1.0%	**1.0%**	1.1%	**—**	1.8%
12¢ per mile	**2.9**	8.7	**1.7**	4.1	**—**	—
13¢ per mile	**—**	1.0	**1.7**	1.7	**—**	1.8
14¢ per mile	**2.9**	7.8	**4.6**	8.0	**1.5%**	5.4
15¢ per mile	**27.1**	46.6	**34.0**	44.6	**24.6**	41.1
Over 15¢ per mile	**38.6**	12.6	**41.2**	22.3	**50.7**	23.2
Fixed periodic allowance	**4.3**	4.8	**3.0**	2.8	**1.5**	5.4
Graduated mileage allowance	**1.4**	6.8	**4.3**	6.9	**7.3**	7.1
Combination allowances**	**4.3**	4.9	**2.6**	3.3	**4.3**	5.3
Other	**11.4**	5.8	**5.9**	5.2	**10.1**	8.9
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

*Includes services, financial institutions, transportation, utilities, etc.

**Typically include allowances per mile plus allowances per week or month.

Note: Some yearly differences reflect changes in companies reporting data.

Source: American Management Assns. *Executive Compensation Service.*

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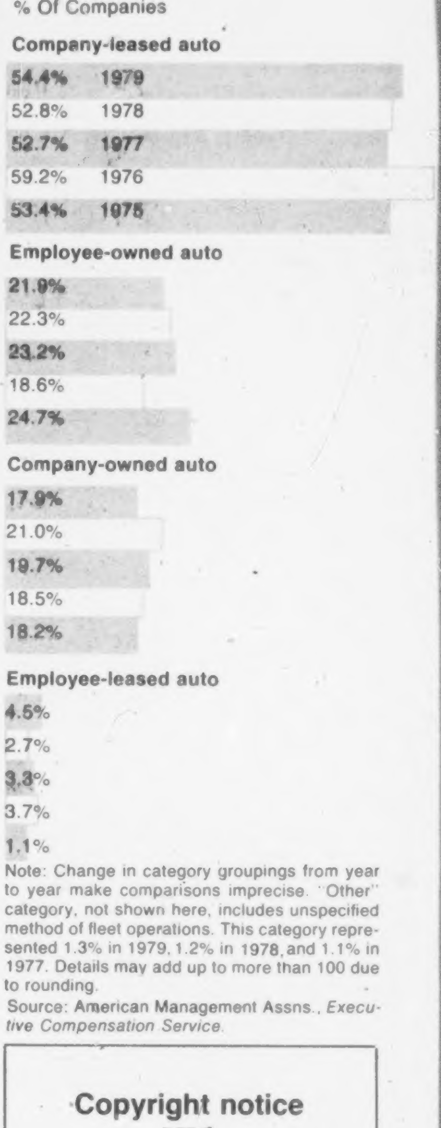
TABLE VI-7

Sources of autos used by salespeople



Note: Change in category groupings from year to year make comparisons imprecise. "Other" category, not shown here, includes unspecified method of fleet operations. This category represented 1.3% in 1979, 1.2% in 1978, and 1.1% in 1977. Details may add up to more than 100 due to rounding.

Source: American Management Assns., *Executive Compensation Service.*

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